

U.S. Department of Education

Student Financial Assistance (SFA)



SFA Skill Catalog

Version 2.0

- Professional, Managerial and Functional Skills -



Skill Catalog

Table of Contents

Section 1: SFA Skill Catalog Overview	3
WHAT IS THE SFA SKILL CATALOG?.....	3
WHAT IS THE PURPOSE OF THE SFA SKILL CATALOG?	3
WHAT IS <i>NOT</i> THE PURPOSE OF THE SFA SKILL CATALOG?	3
WHAT IS THE SKILL MODEL OF THE SKILL CATALOG?	3
HOW WAS THE SKILL CATALOG CREATED?	4
WHAT IS THE LAYOUT OF THE SKILL CATALOG?	5
HOW SHOULD THE SKILL CATALOG BE USED?.....	6
WHAT IS AN EXAMPLE OF USING THE SKILL CATALOG TO CREATE A SKILL PROFILE?.....	7
 Section 2: SFA Professional Skills	8
 Section 3: SFA Managerial Skills	13
 Section 4: SFA Functional Skills	17



Section 1: SFA Skill Catalog Overview

WHAT IS THE SFA SKILL CATALOG?

SFA's Skill Catalog outlines the skills necessary to enable SFA's success. The Skill Catalog is a compilation of the associated knowledge, abilities and professional qualities required at SFA. The development and application of these skills will contribute to creating a new PBO culture at SFA and to enabling employees to meet the organization's goals: increasing customer satisfaction, decreasing unit cost and increasing employee satisfaction.

WHAT IS THE PURPOSE OF THE SFA SKILL CATALOG?

The SFA Skill Catalog will:

- Serve as a tool for employees to use when identifying development opportunities
- Align employee development opportunities with SFA's goals
- Help outline expectations for the different roles in SFA and provide a clear picture of the skills needed to succeed in each role

WHAT IS NOT THE PURPOSE OF THE SFA SKILL CATALOG?

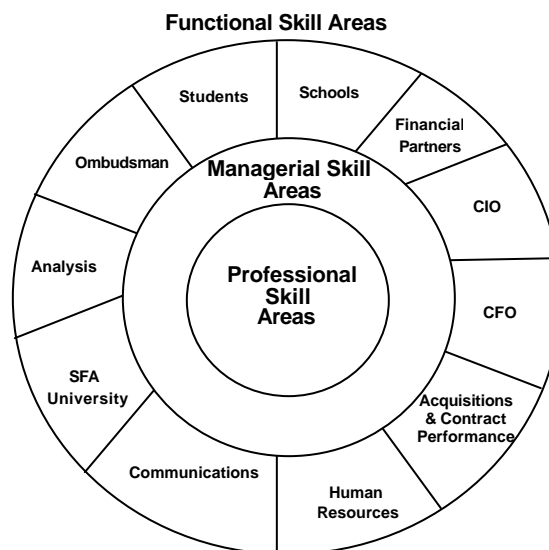
The Skill Catalog is **not** designed to:

- Identify the employees who should be downgraded or dismissed from SFA
- Compare employee performance
- Reward employees arbitrarily
- Determine eligible candidates for promotion

WHAT IS THE SKILL MODEL OF THE SKILL CATALOG?

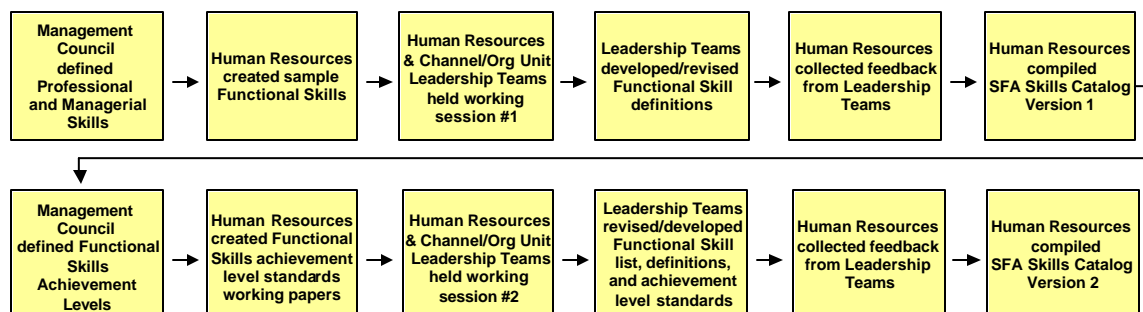
The Skill Catalog is based on a Skill Model that categorizes employee skills into three areas: Professional, Managerial, and Functional.

- **Professional Skills** -- Knowledge, expertise and abilities required to develop the performance-based culture of SFA. These skills are expected of all SFA employees, regardless of job position.
- **Managerial Skills** -- Knowledge, expertise and abilities associated with leading and managing SFA. These skills are required of all SFA supervisors, managers, and executives.
- **Functional Skills** -- Knowledge, expertise and abilities required for a channel/organization unit to successfully perform in SFA. Each channel/organization unit in SFA has a unique listing of Functional Skills.





HOW WAS THE SKILL CATALOG CREATED?



The SFA Skill Catalog was created through a series of working sessions with Human Resources and each Channel/Organization Unit's leadership team. During the first round of working sessions, Human Resources created a sample of skills for each leadership team to review based on the functional responsibilities and goals of the organization unit. The leadership teams reviewed their respective samples and together created a composite list of functional skills and definitions based on the unique business needs of their areas. Human Resources then collected all of the feedback from the Leadership Teams, and reviewed this feedback to ensure consistency of definitions across the organization. After reviewing all functional competency definitions, SFA Human Resources compiled the SFA Skill Catalog – Version 1.

The second round of working sessions was held with each Channel/Organization Unit's leadership team to focus on the SFA Skill Catalog's next phase: development of the achievement level standards. Each leadership team created achievement level standards for each of their functional skills. The leadership teams also modified their functional skills list, making it more comprehensive and representative of skills required for the Channel/Organization Unit's PBO success. As in the first round of working sessions, Human Resources reviewed all feedback and compiled the SFA Skill Catalog – Version 2.



WHAT IS THE LAYOUT OF THE SKILL CATALOG?

The layout of the Skill Catalog includes:

- **Type of Skill** -- Grouping of skills according to type: Professional, Managerial or Functional.
- **SFA Channel/Organization Unit** (*for Functional Skills only*) -- Name of the SFA Channel/Organization Unit and listing of its Functional Skills.
- **Skill Name** -- Name used to identify the specific behavior, expertise, and ability.
- **Skill Definition** -- General description of the behaviors and activities associated with a skill. A skill definition reflects business and job objectives, organizational culture, etc.
- **Skill Achievement Level Standard** -- Detailed description of the behaviors and activities that indicate proficiency in a skill.

Example:

Layout Overview for a Skill

Communications Planning		Skill Name
<i>Employ communication techniques, strategies, and plans to build and maintain a positive public image for SFA and to establish a firm relationship with student borrowers, parents and potential applicants.</i>		Skill Definition
<u>Meet Expectations</u> Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard: <ul style="list-style-type: none">▪ Apply communication management concepts and techniques to align communications planning and programming with SFA communication standards and messages.▪ Review and analyze program priorities, program performance and customer data to determine appropriate themes, messages and strategies for deploying communications activities.▪ Monitor communications plan implementation by tracking performance milestones.▪ Proactively solicit and analyze customer and stakeholder feedback to evaluate scope, quality and impact of communication plan implementation on SFA image and customer satisfaction.▪ Recommend new or modified communications strategies and techniques to align communication planning with customer needs and expectations.		Skill Achievement Level Standard
<u>Improvement Required</u> Exhibit less than 3 of the 5 behaviors listed for "Meet Expectation" standard.		



HOW SHOULD THE SKILL CATALOG BE USED?

Given the three skill categories of professional, managerial and functional, the Skill Catalog is used much like a restaurant menu when placing an order. In this instance, however, the “placed order” will be a completed personal Skill Profile, which lists the skills most relevant to an employee’s job. All employees will develop their Skill Profile as a way to focus on specific skills that will help them be successful in their position within the PBO and contribute to SFA’s Performance Excellence Equation – increasing customer satisfaction, increasing employee satisfaction, and decreasing unit cost.

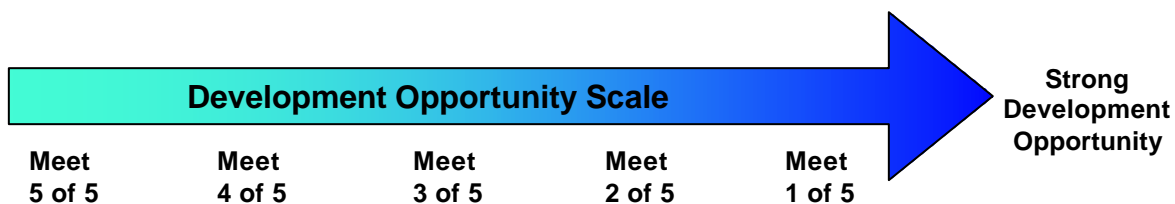
To begin placing your “order”:

- Select all the professional skills, as they are required of each of us, and add them to your Skill Profile
- Every manager must also add all the managerial skills (if you are not a supervisor, you will **not** select any managerial skills)

To complete your “order,” you must determine which functional skills should be included in your Skill Profile. When selecting functional skills, you should:

- Examine your channel/organization unit’s list of functional skills
- Select those functional skills (recommended 4-6 skills) most relevant to your position and add them to your Skill Profile
- Read through the achievement level standard (the five bullets listed below each functional skill name) for each of the skills that you selected and determine your proficiency

For your use, we have included the guideline of exhibiting 3 out of 5 bullets to indicate proficiency in a skill. If you exhibit less than 3 of the bullets, this skill can be considered an area for development. Essentially, the more bullets you exhibit, the more proficient you are in the skill. However, even if you demonstrate all bullets for a skill, you can still choose to further develop that skill.



Once you complete your Skill Profile, you will meet with your supervisor to review it and create your Individual Development Plan (IDP). Your IDP will serve as your personal guide for professional growth in SFA. This discussion with your supervisor will center on your skill strengths, skills you want to further develop, and specific approaches you would like to use to develop these skills.

**WHAT IS AN EXAMPLE OF USING THE SKILL CATALOG TO CREATE A SKILL PROFILE?**

Scenario: Jim works in SFA University as a manager. His main role is to anticipate SFA training needs and facilitate the development of SFA training curriculum to meet those needs. He occasionally delivers training to SFA employees.

To complete his Skill Profile, Jim (as a manager):

1. Adds all the professional skills from the Skill Catalog
2. Adds all of the managerial skills from the Skill Catalog
3. Adds relevant functional skills from SFA University section of the Skill Catalog
 - References the SFA University section of the Skill Catalog to view a list of SFA University functional skills
 - Decides that the following functional skills are most relevant to his job position: Learning Design and Development; Training Delivery; Facilitation; and Product Knowledge
3. Using the definitions of the professional and managerial skills, decides to develop two of his managerial skills: Employee Development and Knowledge Sharing
4. Determines the functional skills where a development opportunity exists
 - Reads through the achievement level standard – the five bullets below the functional skill name – for each of the functional skills in his Skill Profile
 - Determines that he needs to learn more about newly developed training delivery techniques, which relate to the Training Delivery functional skill

Jim's Skill Profile now *conceptually* looks like the following:

Skills	Proficient	Development Focus
Professional:		
Continuous Learning & Improvement	<input checked="" type="checkbox"/>	
Customer Service Orientation	<input checked="" type="checkbox"/>	
Goals/Results Orientation	<input checked="" type="checkbox"/>	
Interpersonal Communications	<input checked="" type="checkbox"/>	
Professionalism	<input checked="" type="checkbox"/>	
Project Management	<input checked="" type="checkbox"/>	
SFA Business Knowledge	<input checked="" type="checkbox"/>	
Technology Literacy	<input checked="" type="checkbox"/>	
Managerial:		
Employee Development		<input checked="" type="checkbox"/>
Knowledge Sharing		<input checked="" type="checkbox"/>
Problem Solving & Decision Making	<input checked="" type="checkbox"/>	
Program Management	<input checked="" type="checkbox"/>	
Visioning	<input checked="" type="checkbox"/>	
Functional:		
Learning Design & Development	<input checked="" type="checkbox"/>	
Training Delivery		<input checked="" type="checkbox"/>
Facilitation	<input checked="" type="checkbox"/>	
Product Knowledge	<input checked="" type="checkbox"/>	

After developing his Skill Profile, Jim will review it with his supervisor and create an Individual Development Plan (IDP). The meeting with his supervisor will center on Jim's skill strengths, skills Jim wants to further develop, as well as the specific approaches Jim intends to use to develop these skills.

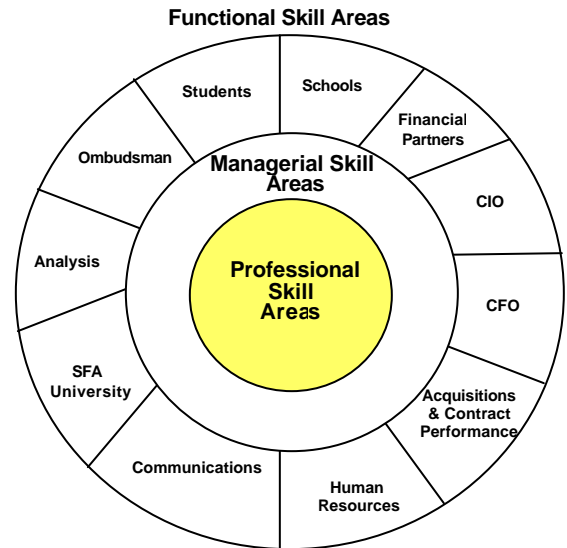


Section 2: SFA Professional Skills

Professional Skills describe the functions, tasks, and actions required in developing the performance-based culture of SFA. Professional Skills are expected of all SFA employees.

Professional Skills (*):

- ☐ Continuous Learning and Improvement
- ☐ Customer Service Orientation
- ☐ Goal/Results Orientation
- ☐ Interpersonal Communications
- ☐ Professionalism
- ☐ Project Management
- ☐ SFA Business Knowledge
- ☐ Technology Literacy



**Professional Skills were created by the Management Council and enhanced with industry best practices.*

**Continuous Learning and Improvement**

Develop skills through participation in learning opportunities and application of new knowledge to work in SFA.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectation” standard:

- Identify personal career development goals.
- Participate in learning opportunities (such as courses, seminars, web articles or research, books, etc.) to further professional growth and development.
- Receptive to suggestions on ways to improve quality of work and work style.
- Identify and learn new tools and techniques to improve customer service delivery.
- Solicit feedback from team members and customers to improve performance.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectation” standard.

Customer Service Orientation

Use service standards to identify and satisfy customer needs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Provide customer service according to SFA Service Standards:
 - Be Worthy of Trust
 - Be Courteous
 - Deliver Great Products and Services
 - Be Efficient
- Identify customers and seek to understand the customers’ viewpoint when making decisions.
- Build and maintain relationships with customers.
- Focus activities on satisfying customer needs and identifying opportunities for service improvement.
- Deliver timely and accurate responses to customers.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Goal/Results Orientation**

Contribute to team development and performance to achieve team and organizational goals.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply understanding of organization and team scorecards to completion of own work.
- Work with Supervisor to establish individual goals and approaches that align to team’s goals.
- Take ownership and accountability of work.
- Commit to working towards achievement of individual and team goals.
- Track progress towards achievement of individual goals.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Interpersonal Communication

Deliver both written and verbal messages in a clear, concise and easily understood manner.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Write and speak clearly and concisely.
- Listen to and seek to understand other points of view.
- Respond to queries and requests in an accurate and timely manner.
- Use language that denotes respect for others.
- Give and receive constructive feedback.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Professionalism**

Interact with team, peers and customers in a manner that is consistent with SFA's values and business standards.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Honor commitments.
- Take responsibility for words and actions.
- Respect the opinions of others.
- Exhibit SFA's values and demonstrates ethical behavior at all times.
- Foster a positive environment and sense of community within SFA.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Project Management

Structure own work to meet deadlines and quality expectations.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Prioritize and schedule daily/weekly work activities to meet deadlines.
- Create a logical plan (e.g. workplan, storyboard, activities) to accomplish a project or project segment.
- Communicate status, schedule changes and issues associated with own work.
- Produce quality work within time and budgetary constraints.
- Identify issues and risks affecting work progress and recommend solutions.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**SFA Business Knowledge**

Apply SFA's mission, performance objectives and service standards in execution of work.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Articulate SFA's mission and the value it provides to the community.
- Describe SFA's performance objectives and impact on their work.
- Incorporate SFA's service standards into daily activities.
- Explain how the Channels provide service to SFA's customers/partners and how the Enterprise Units support the business.
- Articulate SFA's business processes and apply that knowledge to execute work.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Technology Literacy

Use technology appropriately to work efficiently and improve quality of products and services.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Use Microsoft Office applications in creation of basic documents, tables, etc.
- Access and create memos using email system to communicate with team and customers.
- Navigate SFANet to increase awareness of SFA events, news and business.
- Produce quality products and services using SFA's technology.
- Commit to learning new applications and equipment to further improve efficiency of operations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.



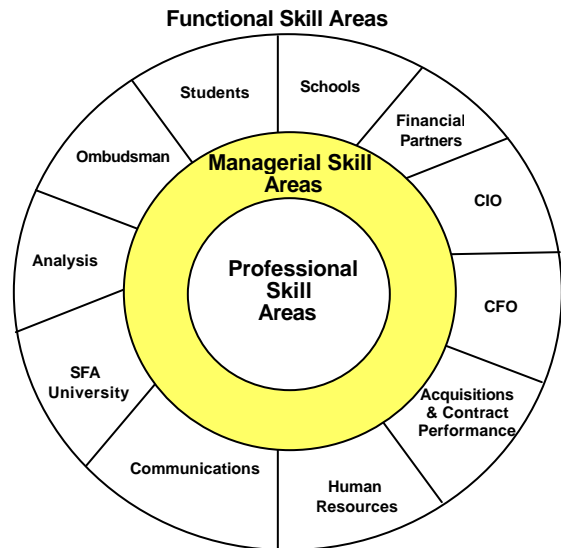
Section 3: SFA Managerial Skills

Managerial Skills are the knowledge, expertise and abilities associated with leading and managing SFA. These skills are relevant for all managers across the organization.

Managerial Skills:

- ☐ Employee Development
- ☐ Knowledge Sharing
- ☐ Problem Solving and Decision Making
- ☐ Program Management
- ☐ Visioning

**Managerial Skills were created by the Management Council and enhanced with industry best practices.*



**Employee Development**

Foster the professional growth of self and others through coaching, mentoring, and providing performance feedback.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Provide others with developmental opportunities through assignments and increased responsibilities.
- Manage and resolve conflicts, grievances or disagreements in a constructive manner to minimize negative personal impact and maximize learning and achievement of business results.
- Adapt coaching/management approach to meet style or needs of individuals with different perspectives, approaches, and backgrounds.
- Assess others’ performance; provide reinforcing and constructive feedback/guidance to team members; document job performance issues in a timely manner.
- Counsel and advise others about their career and future opportunities.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Knowledge Sharing

Foster an environment where information is shared and received openly among team members.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Provide team members with a clear sense of direction and an understanding of each other’s responsibilities.
- Develop tools/approaches for knowledge sharing among team.
- Commit to constant, accurate information sharing with staff.
- Respond to questions and concerns in a positive manner with a focus on business outcomes.
- Communicate knowledge of tools, products and processes to team members to increase team members’ understanding and performance level.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Problem Solving and Decision Making**

Identify key issues in complex or ambiguous problems and propose solutions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Analyze relevant information to determine critical issues and root causes.
- Evaluate alternatives and take appropriate actions in a timely manner to resolve issue.
- Follow through with expressed decisions and accept responsibility for results.
- Foster an environment that supports creative and collaborative problem solving and decision-making.
- Build consensus with appropriate stakeholders (including employees, partners, customers, union) during problem solving and decision making process.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Program Management

Define, plan and manage time and efforts of team to meet program goals and objectives in a productive, timely and cost effective manner.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Prioritize and organize activities using understanding of organization goals and requirements of program.
- Allocate responsibilities to effectively leverage team skills and resources.
- Track status of work to complete tasks in a productive, timely and cost effective manner.
- Set high expectations for program performance.
- Hold self and others accountable to stated goals and objectives.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.



Visioning

Promote a long-term view to help SFA accomplish its performance objectives.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

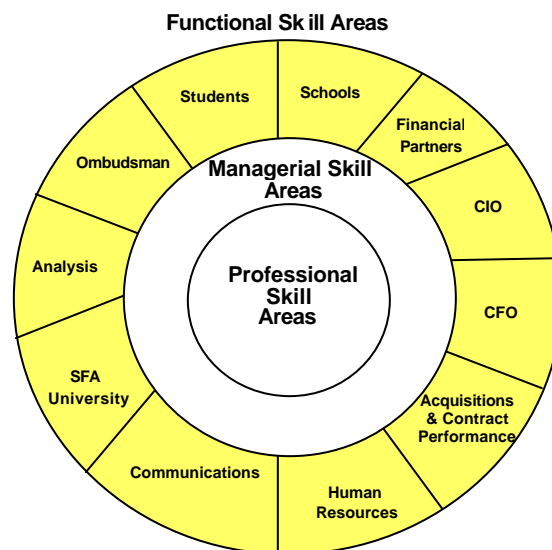
- Identify creative opportunities to help SFA accomplish its performance objectives.
- Anticipate changing needs of customers to proactively position SFA's products and services.
- Generate enthusiasm, excitement and alignment around SFA's goals to drive performance.
- Create long-term plans and identify milestones that will help to implement the vision.
- Explain to team the relation between work of own functional area and the SFA vision, mission and performance plan.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Section 4: SFA Functional Skills**

Functional Skills are the knowledge, skills and abilities required to successfully perform a specific role in SFA.



The Functional Skills are listed by Channel/Unit in the following order:

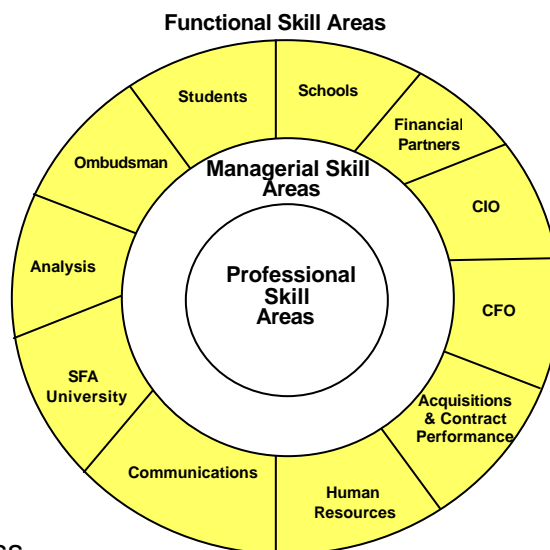
Students	18
Schools	29
Financial Partners	46
CIO	57
CFO	68
Ombudsman.....	69
Acquisitions and Contract Performance	75
Human Resources	82
Analysis.....	92
Communications	102
SFA University.....	108



Students Functional Skills

Functional Skills List:

- ☐ Application Processing
- ☐ Collections Management
- ☐ Communications Planning
- ☐ Contract Management
- ☐ Credit Management
- ☐ Customer Service Support
- ☐ Financial Management
- ☐ Office Administration
- ☐ Payment Processing
- ☐ Planning and Budgeting
- ☐ Policy, Regulation and Legislation Awareness
- ☐ Portfolio Management
- ☐ Product Knowledge
- ☐ Public Awareness / Public Relations for Students
- ☐ Publications Processing
- ☐ Research and Analysis
- ☐ Risk Modeling
- ☐ Technical Assistance
- ☐ Technology Planning
- ☐ Writing



**Application Processing**

Utilize knowledge of application processing systems and operations to ensure efficient and reliable management of aid applications.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Plan, develop and implement application processing operations to align Students Channel activities with SFA strategic goals and objectives as indicated by performance indicators, Modernization Blueprint and sequencing plans.
- Develop and implement test procedures to meet user requirements and functional specifications.
- Monitor product-testing results produced by quality assurance, production and capacity tests to identify, analyze and address issues and problems.
- Facilitate design, update, implementation and maintenance of processes and procedures to support the translation and posting of FAFSA on the Web.
- Review and analyze application processing performance data and customer feedback to determine and resolve procedural, systems and product issues and problems.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Collections Management

Utilize knowledge of collection processes and transaction management to ensure efficiency and repayment from borrowers.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Manage collections transactions by identifying defaulted loans, billing defaulted borrowers and processing repayments of defaulted borrowers for loans assigned to ED.
- Apply collection and default management principles and techniques by tracking annual collection and default rates and analyzing contributing factors.
- Monitor collection process by reviewing reports of collection agencies to identify and respond to issues and problems.
- Compile collection and default data to analyze trends and advise senior management on program impacts.
- Promote and participate in process and systems improvements to lower debt collection costs, prevent loan defaults and increase collection rates.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Communications Planning**

Employ communication techniques, strategies, and plans to build and maintain a positive public image for SFA and to establish a firm relationship with student borrowers, parents and potential applicants.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply communication management concepts and techniques to align communications planning and programming with SFA communication standards and messages.
- Review and analyze program priorities, program performance and customer data to determine appropriate themes, messages and strategies for deploying communications activities.
- Monitor communications plan implementation by tracking performance milestones.
- Proactively solicit and analyze customer and stakeholder feedback to evaluate scope, quality and impact of communication plan implementation on SFA image and customer satisfaction.
- Recommend new or modified communications strategies and techniques to align communication planning with customer needs and expectations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Contract Management

Manage and monitor operating partners performance in accordance with government policies and procedures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply contract management techniques in accordance with federal and departmental contract management concepts, regulations and procedures to align all Student Channel contracted activities with SFA's contract management vision.
- Develop, maintain and strengthen relationships with contractors and vendors by communicating and promoting SFA's goals and objectives.
- Develop, manage and monitor memoranda of understanding with vendors and third party providers to expedite contract management processes.
- Partner with vendors to track and lower operating costs associated with Students Channel technology and processes.
- Manage contract progress by monitoring vendor/contractor adherence to contract standards, requirements and expected outcomes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Credit Management**

Apply knowledge of student loan services to ensure efficiency and quality of products and timely delivery of services and systems support for student loans.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply credit management principles and techniques to provide customers with accurate information.
- Monitor credit management services, products and systems to identify and respond to issues impacting borrower's entitlement rights and loan repayment responsibilities.
- Advise senior management on program impacts by compiling credit management data and identifying trends.
- Monitor credit management performance using performance criteria and quality control techniques to provide consistent and accurate delivery of services and systems support for student loans.
- Participate with guaranty agencies, private collection agencies and lenders to identify and improve processes, systems and planning strategies.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Customer Service Support

Apply SFA's service standards in order to effectively respond to customers.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Respond to customer problems and requests within 1 day, accurately and pleasantly.
- Display patience and understanding with customers who make unreasonable demands or get emotionally upset by calmly interacting with those customers.
- Proactively solicit feedback from customers using feedback mechanisms, such as surveys and focus groups, to improve quality of service.
- Encourage others to apply SFA service standards when responding to customers to exceed customer expectations.
- Integrate resources, service and technical capabilities across SFA units to meet customers' needs while minimizing duplication of efforts.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Financial Management**

Apply understanding of financial management processes and activities to achieve financial goals and objectives.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply financial management principles, techniques and processes to align all activities with SFA financial goals and objectives.
- Monitor financial management operations to determine compliance with statutory and regulatory requirements, including the Credit Reporting Act of 1993, as amended.
- Monitor financial management activities to identify and respond to issues and problems affecting service delivery.
- Compile financial data and analyze trends to advise senior management of program impacts.
- Work with financial management partners and stakeholders to identify and improve processes, systems, and planning strategies.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Office Administration

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Provide accurate and timely (as defined by recipient) information and guidance on administrative policies, procedures and systems to the Students Channel.
- Identify and use a variety of office automation and telecommunications equipment and information management systems to expedite administrative services.
- Prioritize activities and allocate resources to align administrative support with current and projected needs.
- Proactively solicit and analyze employee feedback to identify quality improvements to administrative systems and support.
- Recommend and implement process and system improvements to strengthen administrative operations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Payment Processing**

Prepare, compile and analyze financial transaction data for payment processing.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply knowledge of the Direct Loan Repayment process.
- Analyze repayment process and make recommendations on course of action to improve the process.
- Collect data on borrower repayment, analyze repayment trends, and provide the analysis to management.
- Facilitate resolution of borrower repayment issues through use of knowledge of repayment system and process.
- Implement actions, as approved by management, to improve the repayment process for borrowers.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Planning and Budgeting

Use rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Implement budget formulation and fund control activities by applying appropriate federal and department procedures and guidelines.
- Consolidate budget and forecast data by applying planning and budgeting techniques, information and data management tools.
- Track and monitor expenditures to accurately reconcile budget activities.
- Compile and analyze budget data to identify and respond to changing priorities of program and project activities.
- Evaluate planning and budgeting concepts, techniques and systems to align all Student Channel activities with SFA strategic operational goals and objectives.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Policy, Regulation and Legislation Awareness**

Apply knowledge of Title IV policies, regulations, and legislation to make informed decisions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply applicable statutes, policies and regulations to plan, develop, implement and evaluate all operations, systems, services and products.
- Interpret applicable statutes, policies and regulations to identify opportunities for and barriers to SFA goals and objectives.
- Review and analyze proposed statutory, regulatory and policy changes to identify potential impacts on Student Channel responsibilities.
- Monitor and track legislative changes and case law precedents and trends to advise senior management on program planning considerations.
- Consult with departmental legal and congressional staff to strengthen personal awareness and knowledge of policy, regulatory and legislative issues.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Portfolio Management

Apply understanding of general policies, regulations and legislative principles to ensure fiscal responsibility.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply portfolio management concepts, processes and activities to establish and maintain fiscal responsibility.
- Monitor, compile and analyze alternative portfolio strategies to strengthen fiscal accountability.
- Track and evaluate financial market conditions by applying basic concepts and models of technical analysis, financial market analysis and securities.
- Participate with partners and stakeholders to identify financial management operations and systems needs and planning strategies.
- Implement cost-effective process and systems improvements to strengthen financial management performance.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Product Knowledge**

Utilize knowledge of SFA's products to address customer questions and concerns and to enhance existing product offerings.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Access and review documentation, guidelines and related materials on SFA products to stay abreast of product development and offerings.
- Apply product knowledge to address and resolve customer inquiries and concerns.
- Proactively solicit customer feedback to collect data on product utility and quality.
- Compile, review and summarize data on customer comments, questions and concerns regarding SFA's products to provide findings to senior management.
- Monitor product guidelines and applicable legislation to identify impacts on product planning, development and offerings.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Public Awareness/Public Relations for Students

Plan and execute public events and strategies to communicate with target customers and maximize public awareness.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Apply communication management concepts and techniques to align public awareness and public relations planning and programming with SFA outreach standards and messages.
- Identify and develop appropriate and consistent messages that align with the SFA Communications strategy.
- Apply marketing research approaches and techniques to identify target markets.
- Develop, produce and disseminate materials and conduct public events for target and general audiences to heighten public awareness of SFA products and services.
- Encourage and participate in partnerships with Department of Education, US Government and outside community to leverage public and private sector efforts and resources to produce and disseminate aid awareness information.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**Publications Processing**

Apply understanding of publication procedures to ensure quality publications for SFA.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply understanding of printing and graphics techniques to ensure high quality graphics and camera copy in compliance with GPO procedures and requirements.
- Determine when to use contractor resources by analyzing the time and cost investment of using contracted resources versus in-house resources.
- Coach others on SFA’s partnership with GPO by explaining the working relationship and GPO requirements.
- Ensure that SFA publications are in compliance by applying knowledge of Joint Committee printing requirements.
- Facilitate the publications review and clearance process by partnering with other SFA offices and Department of Education offices to review comments and to resolve discrepancies as needed.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Research and Analysis

Apply understanding of basic research concepts, principles and methods to assess and evaluate information.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply concepts, principles and methods of basic research to assess and evaluate a wide range of technical, financial and economic information and data.
- Compile, review and validate internal and external data from a variety of sources to analyze complex issues and report findings to senior management.
- Develop research findings to identify trends and potential issues impacting SFA goals and objectives.
- Recommend viable options to address/resolve issues raised within the Students Channel.
- Promote and participate with Student Channel colleagues to improve SFA data collection, validation, and analysis processes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Risk Modeling**

Apply understanding of the concept and organizational value of risk modeling to prevent and reduce losses arising from high-risk ventures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Design risk models that provide data for analysis on performance of the SFA loan portfolio.
- Prepare results of analysis for use by senior SFA management.
- Anticipate financial market and economic trends and apply that knowledge to evaluate whether the models need revision.
- Explain changes in financial markets and the economy to make recommendations on changes to the risk models.
- Determine actual to projected portfolio performance and advise management.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Technical Assistance

Apply customer support principles to respond to customer inquiries. Develop and implement training and educational programs to meet customer needs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Provide complete, accurate and real-time support to customer inquiries about SFA software and systems.
- Proactively solicit feedback from customers to improve quality of service and products.
- Compile and analyze customer assistance data to identify training needs.
- Access and review current customer training approaches and techniques to identify and design appropriate training tools.
- Develop and implement customer training/education programs to increase staff's ability to respond to customer inquiries on programs, regulations and policies.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Technology Planning**

Apply understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Implement information technology approaches and methods that align Students Channel activities with strategic IT goals and objectives.
- Select IT initiatives that best support organizational goals, business needs and objectives by applying strategic investment priorities.
- Apply the IT initiative evaluation process to develop IT decision options.
- Evaluate business process and technical requirements to identify service improvements and cost reduction opportunities.
- Evaluate the potential for streamlining SFA operations by monitoring, analyzing and documenting emerging technologies and business process innovations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Writing

Apply a variety of writing techniques, styles and formats to communicate effectively and persuasively to internal and external individuals and organizations representing diverse interests.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Select and apply writing techniques, styles and formats to communicate in business documents, such as correspondence, reports and guidance; in journalistic documents, such as new releases and articles; and in creative materials, such as brochures.
- Adapt writing style and format to communicate SFA information, issues, goals and objectives to variety of target audiences.
- Independently compile and verify information to develop factual, complete and reliable documents.
- Develop, edit and revise materials to produce final products that reflect professional standards for the elements of style, grammar and punctuation.
- Use clear, concise, tactful language in developing documents that address complex, sensitive or controversial issues.

Improvement Required

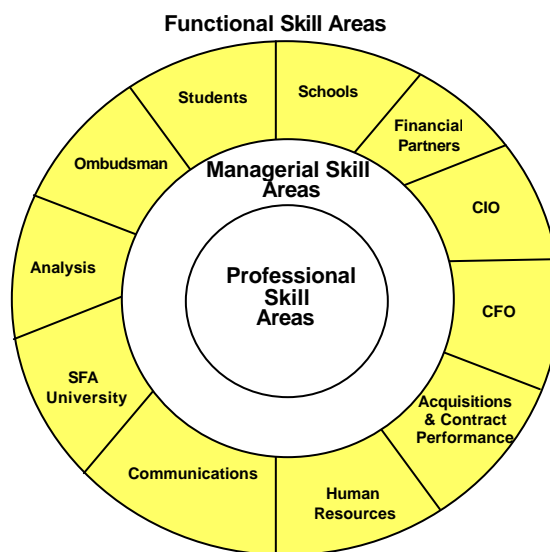
Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.



Schools Functional Skills

Functional Skills List:

- ☐ Accounting
- ☐ Application Design
- ☐ Application Software
- ☐ Communication
- ☐ Contract Management
- ☐ Customer Partnering
- ☐ Customer Service Support
- ☐ Database and File Management
- ☐ Default Operation
- ☐ Financial Analysis
- ☐ Learning Design and Development
- ☐ Legal Jurisprudence and Negotiations
- ☐ Negotiation
- ☐ Office Administration
- ☐ Oversight, Compliance and Risk Analysis
- ☐ Payment Processing
- ☐ Planning and Budgeting
- ☐ Policy, Regulation and Legislation Awareness
- ☐ Process Improvement
- ☐ Product Knowledge
- ☐ Program Development and Improvement
- ☐ Programming Languages
- ☐ Public Awareness/Public Relations for Schools
- ☐ Research and Analysis
- ☐ Technical Architecture and Design
- ☐ Technical Assistance
- ☐ Technology Planning
- ☐ Testing
- ☐ Training Delivery
- ☐ Video Conferencing / Distance Learning
- ☐ Web Technology
- ☐ Writing



**Accounting**

Analyze, verify, and conduct basic financial transactions in accordance with general accounting principles and regulatory reporting.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply working knowledge of general ledger management, funds management, payment management and receipt management to complete basic financial and accounting activities.
- Record, analyze and verify operational, business and financial transactions in compliance with general accounting principles and regulatory reporting.
- Handle inquiries on specific accounting transactions in a courteous, thorough and professional manner by a specified time.
- Coach colleagues consistently on key concepts of accounting procedures and practices.
- Encode financial transactions accurately from data/forms into the appropriate financial system.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Application Design

Apply system development lifecycle tools to design system components that meet user performance and operability requirements.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply understanding of configuration management and system development lifecycle tools to translate functional designs into automated elements of application software.
- Design system components (e.g. application modules, system processing flows performance specifications, technical references) that meet user performance and operability requirements.
- Control and test application changes within a systems environment.
- Apply configuration management and System Development Lifecycle (SDLC) principles and methodologies to ensure application systems meet user needs.
- Reflect design specifications in a clear and useful manner to developers.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Application Software***Implement and operate existing application systems within SFA.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Design, implement and operate an application system within SFA, such as Campus-Based Programs System, Federal Family Education Loan Program System and Recipient Financial Management System.
- Apply knowledge of application processing operations and systems to ensure efficiency and attainment of program goals.
- Recommend improvements to application software based on user specified requirements.
- Conduct analysis of system functionality to determine enhancements.
- Articulate the way an application software satisfies business rules and business needs.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Communication*Articulate complex concepts in readily understandable terms using correct grammar, spelling and punctuation.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Provide clear and concise oral briefings to school or Departmental management officials.
- Provide clear and concise written reports (including but not limited to) of site visit, review findings or recommendations to school officials.
- Communicate technical, regulatory or other complex material effectively in group settings, such as conferences or training.
- Communicate clearly the results, progress, findings and recommendations of studies, projects, analyses, etc. to supervisor or higher officials in written reports.
- Share knowledge willingly with colleagues and customers.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Contract Management**

Manage and monitor operating partners performance in accordance with government policies and procedures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply contract management techniques in accordance with federal and departmental contract management concepts, regulations and procedures to develop, sustain and align all Schools Channel contracted activities with SFA’s contract management vision.
- Develop, maintain and strengthen relationships with contractors and vendors by communicating and promoting SFA’s goals and objectives.
- Develop, manage and monitor memorandums of understanding with vendors and third party service providers, which are understood by both parties, to expedite contract management processes.
- Partner with vendors to track and lower operating costs associated with Schools Channel technology and processes.
- Manage contract progress by monitoring vendor/contractor adherence to contract standards and requirements to ensure achievement of expected outcomes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Customer Partnering

Develop and offer a wide range of services to schools/institutions that will assist in promoting the effective delivery of student financial aid.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Analyze the interaction of campus participants and recommend best practices for the various steps in the delivery of student financial aid.
- Analyze the student financial aid data flow among campus systems at an institution/school and recommend improvements to the process.
- Recommend appropriate training for the staff at the institution/school to improve the efficient delivery of student aid.
- Coach the institutions’ financial aid personnel in developing effective outreach initiatives that better inform students about federal financial aid.
- Determine procedures the school/institution uses to reconcile financial aid activity internally and with the Department, and recommend improvements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Customer Service Support**

Apply SFA's customer service standards to meet customer needs and accomplish agency goals.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Respond accurately, completely and professionally to customer complaints, problems and requests to resolve issues and encourage customer satisfaction.
- Proactively solicit feedback from customers by using feedback mechanisms to improve quality of service.
- Develop an in-depth understanding of each customer's unique challenges, needs and wants in order to build effective relationships.
- Integrate resources, services and technical capabilities across SFA units to meet customer needs while minimizing duplication of efforts.
- Communicate, accept and assimilate different perspectives, approaches and backgrounds to reach customer satisfaction goals.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Database and File Management

Develop databases, database queries and templates for capturing, extracting and organizing data.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Design, build and test database applications that meet customer needs and requirements.
- Design, build, modify and maintain an active intelligent store of data that manages and aggregates information from many sources; manage integrated and relational databases.
- Develop applications to manipulate, retrieve and analyze data to meet functional area needs; query databases to produce intended results, e.g., a report.
- Develop capacity plans and projections and modify database design to meet changing customer and user needs.
- Design, develop and implement approaches to gather, maintain and use data that complies with Department systems security requirements and satisfy customers' needs.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

**Default Operation**

Ensure accurate calculation of the cohort default rate; resolve appeals and initiate action against institutions that exceed cohort default rate thresholds.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Work with data providers to ensure accurate calculation of the cohort default rate.
- Resolve cohort default rate appeals in a timely manner in accordance with CDR guide requirements.
- Initiate accurate and timely administrative actions against institutions due to cohort default rates.
- Analyze default rate trends to identify anomalies to identify potential rate increases.
- Using statistical analysis, identify schools that need technical assistance or schools that may be evading consequences of cohort default rates, for referral to the appropriate office.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Financial Analysis

Assess and evaluate financial information to identify trends and potential risks for SFA’s financial aid programs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Analyze financial statements of schools participating in the Student Financial Assistance Programs using various analytical tools and models.
- Assess and evaluate financial data and reports to identify trends and potential risk areas.
- Recommend appropriate actions based on level of risk and in accordance with ED policies and regulatory requirements.
- Draw appropriate conclusions from analysis by applying knowledge of financial and accounting concepts and professional standards governing financial reporting, including GAAP/GAGAS, as well as the federal regulations governing financial responsibility.
- Promote efficient use of resources through the use of management indicators, benchmarks, trend analysis or other management systems.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Learning Design and Development***Develop effective learning programs to address identified learning needs and goals.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply learning concepts and tools to assess learning needs and goals of participating institutions.
- Communicate institution/school’s learning needs and goals to appropriate offices within SFA; explore ways to meet those learning needs and goals.
- Participate with other offices in SFA to design, develop and implement learning and performance solutions.
- Participate with other offices in SFA to develop materials based on an institution’s specific needs and goals.
- Develop measuring tools and procedures to determine effectiveness of learning materials and techniques.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Legal Jurisprudence and Negotiations*Provide legal support and recommendations in accordance with Title IV regulations and statutes.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Identify, describe and communicate applicable information of legal procedures/ proceedings to provide assistance to case teams and make appropriate recommendations to management.
- Develop and prepare legal documents to initiate/impose fine, limit, suspension, termination, emergency and debarment/suspension actions or to resolve program review and audit appeals.
- Assess legal situations using knowledge of general policies, regulation and legislation principles, laws and jurisprudence; coach colleagues accordingly.
- Negotiate effective and appropriate settlement agreements and legal documents.
- Evaluate and determine appropriate administrative/legal action pursuant to Title IV regulations and statutes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Negotiation**

Recommend mutually agreeable solutions that support SFA's required business position in issue resolution.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Analyze the needs, concerns and objectives of all interested parties to formulate fair solutions that meet the needs of SFA.
- Participate in the negotiation process as an objective and unbiased facilitator using active listening techniques and clear communication.
- Prioritize the needs and objectives of participants and identify options that contribute to a mutually agreeable solution.
- Present recommendations in a manner that generates acceptance and agreement.
- Recommend resolutions that incorporate SFA's business, operating and/or legal requirements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Office Administration

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Plan, organize, coordinate and/or perform personnel, budget, travel and/or other administrative functions vital to SFA operations by applying working knowledge of the Department's, SFA's and federal government's rules, regulations and processes.
- Identify, implement and/or recommend process and system improvements to strengthen administrative operations.
- Apply working knowledge of administrative concepts and practices to plan, deliver, and manage support services (filing, scheduling, phone skills, etc) vital to SFA operations.
- Coach colleagues consistently on key concepts and practices, such as travel, purchasing, leave, personnel administration, etc.
- Handle inquiries on specific transactions, issues and services in a courteous, thorough and professional manner.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**Oversight, Compliance and Risk Analysis**

Examine, measure and monitor program procedures and finances at schools participating in the Title IV programs to determine compliance with federal regulations and guidelines.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Identify potentially non-compliant schools/institutions through risk modeling.
- Assess and evaluate participant performance and operational, financial and information systems to protect the assets of SFA, the integrity of the programs and to improve customer performance.
- Communicate program requirements to participants in effective verbal and written formats to improve program administration.
- Evaluate program participants' ability to meet and maintain requirements for participation in Title IV programs.
- Apply an understanding of program regulations, guidelines and SFA Delivery Systems to correct and resolve participant problems, to improve program integrity, and to improve customer performance.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Payment Processing

Prepare, compile and analyze financial transaction data for payment processing.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Monitor payment system to identify payments and cash returns that have not passed system edits, conduct research to determine reason payments and cash return transactions were not processed, determine whether the transaction should be processed using established criteria, and recommend or take appropriate action.
- Analyze data and identify payment problems/issues using various system-generated reports.
- Research payments issues and generate reports using appropriate systems.
- Apply program operations and regulatory knowledge to initiate payment requests and make corrections within the payment system.
- Develop and maintain funds controls within the payment system.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Planning and Budgeting**

Use rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply appropriate federal and departmental regulations, guidelines and procedures to implement budget formulation and fund control activities.
- Apply planning and budgeting techniques, information and data management tools to prepare and consolidate budget plans and forecasts.
- Track and monitor expenditures to accurately reconcile budget activities.
- Compile and analyze budget data to identify and respond to changing priorities of program and project activities.
- Evaluate business plans, budgets, planning and budgeting concepts, techniques and systems to align School Channel activities with SFA strategic operational goals and objectives.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Policy, Regulation and Legislation Awareness

Apply knowledge of policies, regulations, and legislation, relative to the functional area, to make informed decisions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply working knowledge of statutes, policies, and regulations to make decisions that impact the organization, Schools Channel responsibilities, the delivery of Title IV aid, and/or internal and external customers.
- Articulate policy, regulations and legislation in plain language to affected parties.
- Review and analyze existing and/or proposed regulations and legislation; identify potential impacts on School Channel responsibilities or weaknesses in current/proposed statutes and regulations; recommend solutions to better align with SFA goals or to better align SFA operating procedures with statutes/regulations.
- Handle inquiries on aspects of policies and regulations in a courteous and thorough manner and recommend solutions to problems and questions consistent with the regulation, SFA’s mission, performance objectives and service standards.
- Coach internal and external customers, partners, et al consistently on general policies, regulations, legislation and changes that impact the organization, Schools Channel responsibilities, partners participation in SFA programs, or the delivery of Title IV aid.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Process Improvement**

Review SFA's operations and products to identify and recommend process improvement opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Evaluate Department products and existing processes and recommend improvements or enhancements.
- Communicate recommendations for process and product improvements in response to customer needs and requests.
- Evaluate the potential impact of implementing changes and improvements and recommend alternatives/solutions.
- Improve, validate or test software products or related documentation, training materials, and publications to ensure products meet expectations prior to final release to customer/user.
- Involve others who would be impacted, or as necessary, in the process to generate support and to ensure proposed changes are acceptable for all impacted by the change or enhancement.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Product Knowledge

Utilize knowledge of SFA's products or processes to address customer questions and concerns.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Evaluate existing products and processes and engage in continuous product and process improvement.
- Apply SFA product/process knowledge to handle inquiries from internal and external customers or colleagues on specific SFA products and/or processes in a courteous, thorough and professional manner.
- Monitor product/process guidelines and legislation to ensure product meets existing and future requirements.
- Identify and suggest ways to enhance or improve existing products or methods.
- Apply SFA product/process knowledge to solicit feedback from customers for improvement.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**Program Development and Improvement**

Review SFA's programs and initiatives to identify and recommend program improvement opportunities for SFA and our partners.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Provide SFA employees, management and partners with detailed historical, legislative, and administrative information regarding the development and application of programs and initiatives authorized under Title IV.
- Propose statutory changes and enhancement within statutory guidelines of programs and initiatives authorized under Title IV.
- Assess program effectiveness by gathering and analyzing feedback from SFA employees, management and partners.
- Recommend alternative programmatic design and structure to Title IV programs and initiatives after considering program effectiveness feedback of SFA employees, management and partners.
- Partner with other SFA employees to coordinate the cross-channel direction for SFA programs and initiatives.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Programming Languages

Define components and terminology related to programming languages in order to design, build, and test software applications.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Apply knowledge of the terminology and the components of the programming languages used in the SFA IT environment to design, build and test software applications.
- Translate user specifications into programming specifications and then convert those specifications to usable code in the specified or chosen programming language.
- Determine the optimum programming language to accomplish a specific SFA business need.
- Evaluate programming tasks and project costs, deadlines, and estimated time needed for its completion.
- Monitor advances in programming languages and measure the impact on SFA systems.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

**Public Awareness/Public Relations for Schools**

Build and maintain a positive public image for SFA and foster strong external relationships.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply knowledge of communication techniques and services to build and maintain a positive public image for SFA.
- Apply knowledge of communication techniques and services to establish and maintain cooperative working relationships with external customers, schools and partners.
- Plan and execute public events maximizing public awareness of SFA products, processes, rules and regulations.
- Prepare public relations strategies that effectively communicate (e.g. SFA’s guidelines, mission, message, etc.) to target customers.
- Design and develop communication materials in plain language and distribute these materials to target markets and customers.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Research and Analysis

Apply understanding of basic research concepts, principles and methods to assess and evaluate information.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply basic research concepts, principles and methods to a wide range of projects within the Schools Channel or its partners (e.g. workflow, systems, procedures, regulations).
- Apply working knowledge of specific information sources and methods of information gathering to make fact-based decisions.
- Analyze, synthesize and evaluate information to identify trends and potential issues impacting SFA goals and objectives and raise them to management or affected parties.
- Articulate, communicate or present findings or data that addresses research focus in an understandable manner.
- Develop viable recommendations on future courses of action based on summarized and documented research.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Technical Architecture and Design**

Apply understanding of client /server concepts and configuration management to create applications meeting SFA's business requirements.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Apply knowledge of client/server concepts and techniques in creating applications that meet specific Schools Channel business needs.
- Apply knowledge of configuration management processes in designing applications meeting Schools Channel business requirements.
- Design and maintain a platform environment that fosters software application development.
- Monitor advancements in system architectures and measure the impact on existing or proposed Schools Channel and SFA systems.
- Assess interface requirements between Schools Channel and SFA systems having varied and different architectures.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

Technical Assistance

Apply customer support principles to provide responses to customer inquiries. Develop and implement training and educational programs to meet customer needs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Apply appropriate customer support principles related to SFA software, systems, programs and products to resolve customer problems and improve customer satisfaction.
- Identify customer needs through data analysis, contacts with partners and customer feedback; develop and implement appropriate training or educational programs to serve the customer.
- Develop clear and accurate guide materials that address customer needs by applying document standards and customer feedback.
- Identify those customers that need assistance with a particular process and proactively offer that assistance.
- Handle inquiries and requests for assistance in a courteous, complete, accurate, professional and timely manner.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**Technology Planning**

Apply understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply working knowledge and understanding of strategic IT goals and objectives to improve Schools Channel operations.
- Apply strategic investment priorities to select IT initiatives that best support organizational and Schools Channel goals, business needs and objectives.
- Apply working knowledge and understanding of IT initiative evaluation process to develop IT decision options.
- Evaluate business process and technical requirements to identify service improvement and cost reduction opportunities.
- Monitor emerging technologies and business process innovations to analyze their potential for streamlining Schools Channel and SFA operations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Testing

Create, execute and document testing to ensure an application meets user requirements and functional specifications.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Design and produce comprehensive test plans, using generally accepted IT testing methodology, principles, patterns and schemes.
- Create, execute and document tests to ensure an application meets user requirements and functional specifications.
- Plan, execute and document tests to ensure that applications meet performance requirements.
- Analyze and evaluate test results to determine if applications meet user requirements, functional specifications and performance requirements.
- Create modification requests to correct deficiencies discovered during test activity.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Training Delivery**

Utilize understanding of training delivery and presentation techniques to effectively articulate content to participants.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply training delivery and presentation techniques to provide a quality training experience.
- Use plain language to effectively communicate training content to participants.
- Guide the exchange of information and ideas in training sessions by encouraging and coordinating open discussion among participants.
- Create and/or facilitate a positive learning environment by tailoring training to the audience.
- Review and incorporate customer feedback to improve presentation skills.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Video Conferencing / Distance Learning

Implement and operate existing Videoconference and Distance Learning systems within SFA.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply working knowledge of H320 communications protocol in testing the video conferencing equipment to ensure connectivity is constant.
- Apply working knowledge of H323 communications protocol in testing compatibility with off-site systems.
- Monitor emerging technologies and innovations to analyze their potential for upgrading SFA’s existing videoconference/distance learning systems.
- Apply working knowledge of video bridge technologies to manage multi-port conference calls.
- Analyze data from video and audio system outputs/readings to resolve connectivity issues.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Web Technology**

Develop and maintain web sites to provide information to internal and external users.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply web standards to Intranet/Internet design initiatives.
- Gather content and apply requirements for development of Intranet/portals.
- Design an on-line environment that provides users access to various destination web sites and on-line services.
- Design, build and test web based applications using various web-programming languages such as HTML, XML and JAVA.
- Promote design, update and implementation of effective processes, policies, procedures and/or standards to support the translation and posting of documents to the Intranet/Internet.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Writing

Develop documents communicating information using different techniques for varied audiences.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply accepted writing techniques, styles and formats to communicate in business documents, such as correspondence, reports and guidance; in journalistic documents such as news releases and articles; and in creative materials, such as brochures.
- Adapt writing style and formats to communicate SFA information, issues, goals and objectives to a variety of target audiences.
- Compile and verify information to develop factual, complete and reliable documents that meet the customers’ needs.
- Develop, edit and revise materials to produce final products that reflect professional standards for the elements of style, grammar and punctuation.
- Use concise, tactful plain language in developing documents that address complex, sensitive or controversial issues.

Improvement Required

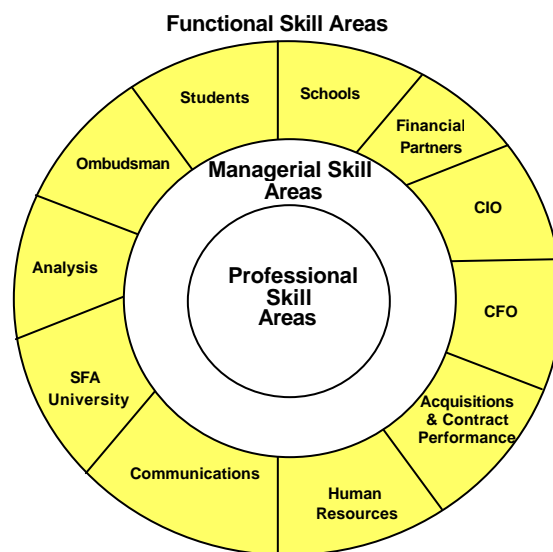
Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



Financial Partners Functional Skills

Functional Skills List:

- ☐ Audit Processing
- ☐ Contract Management
- ☐ Default Prevention
- ☐ Financial Analysis
- ☐ Financial Management
- ☐ Financial Reporting
- ☐ Office Administration
- ☐ Oversight and Compliance
- ☐ Partnership Relationship Management
- ☐ Payments Processing
- ☐ Planning and Budgeting
- ☐ Policy Regulatory and Legislative Awareness
- ☐ Portfolio Management
- ☐ Product Knowledge
- ☐ Public Awareness/Relations for Partners
- ☐ Real Property Portfolio Management
- ☐ Research & Analysis
- ☐ Risk Modeling
- ☐ Technical Assistance
- ☐ Web Content Management



**Audit Processing**

Prepare and execute the audit process while planning, organizing and coordinating workgroups through the audit process.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Plan, organize and coordinate diversified workgroups to produce quality responses to audit reports and develop corrective action plans.
- Participate with auditors throughout the preparation and execution of the audit process to comply with audit requirements and policies in a timely manner.
- Utilize analytical ability to collect, summarize and report audit data and findings.
- Assess and evaluate audit findings, recommendations and/or required actions to ensure consistency and appropriateness.
- Facilitate audit process by tracking and monitoring financial and compliance audit reports.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Contract Management

Manage and monitor operating partners performance in accordance with government policies and procedures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply a clear, comprehensive understanding of the contract requirements, deliverables and responsibilities when managing a contract.
- Facilitate a productive, mutually beneficial working relationship with contractors/vendors by communicating and promoting SFA's goals and objectives.
- Conduct management responsibilities with a detailed understanding of federal contract management concepts, procedures and regulations and identify available resources for more detailed information.
- Develop, manage and monitor effective memoranda of understanding with vendors and third party providers to expedite contract management processes.
- Partner with vendors to track and lower operating costs associated with the Financial Partners Channel and identify the role of performance-based contracts.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Default Prevention**

Ensure accurate calculation of the cohort default rate and initiate action against institutions that exceed cohort default rate thresholds.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply innovative default prevention strategies in concert with agencies’ capabilities within the FFEL community.
- Resolve cohort default rate appeals in a timely manner in accordance with CDR guide requirements.
- Initiate all possible steps to implement regulatory standards that allow for the fair and equitable exercise of default prevention measures.
- Identify partners, using statistical analysis, that need technical assistance or partners that may be evading consequences of cohort default rates, for referral to the appropriate office.
- Determine success of initiated measures and encourage agencies to pursue additional measures on their own.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Financial Analysis

Use various skills and tools to identify trends and potential risk areas for SFA loan and grant portfolios.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Evaluate trends across and within systems (FFEL, NSLDS, PEPS, FMS) and prepare reports to advise senior management.
- Identify and use various tools and models available to analyze SFA loan portfolios.
- Apply appropriate accounting and financial skills, standards and policies in the interpretation and analysis of financial statements, trend and variance reports, financial and cash flow projections.
- Utilize various tools and models to produce financial management reports and schedules.
- Apply an understanding of generally accepted accounting principles, financial management policies and procedures and financial analysis techniques to advise management about the financial viability of guaranty agencies and lenders.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Financial Management**

Apply understanding of financial management processes and activities to achieve financial goals and objectives.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Identify best in business requirements to develop new system modifications needed to implement legislative/regulatory changes.
- Train internal and external users in new systems developments (FFEL, FMS, NSLDS, PEPS) and participate in systems testing to ensure modification compliance with financial management business processes.
- Initiate and maintain program and system changes to electronic Financial Management System and to any pending or future system using knowledge of new business requirements.
- Communicate with guaranty agencies to process newly admitted lenders and to maintain current profile data, such as name, address, eligibility status, and accounting codes in FMS.
- Prepare formal business cases that detail proposed current service redesigns based on understanding of business requirements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Financial Reporting

Prepare financial statements with concise and accurate disclosures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Produce financial reports based on guaranty agency and lender invoices to comply with the Higher Education Act.
- Monitor funds availability data within FMS for guaranty agencies and lender payments, such as fund obligation, disbursement, and receipt data.
- Write queries to prepare and compile financial transaction data and later analyze the results for consistency and reliability.
- Provide program analysis assistance to region and headquarter staff, as well as members of the student aid community, by interpreting legislative and regulatory changes that affect program operations.
- Respond to internal and external audit inquiries by explaining conclusions and analyzing financial reports.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Office Administration**

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Monitor all incoming correspondence and action items and forward pertinent information to the appropriate person so that all matters are addressed in a timely manner.
- Summarize data for Financial Partners executives by collecting and recording statistical information requests concerning FFEL programs and operations.
- Draft responses to routine information requests concerning FFEL programs and operations and edit documents to maintain accuracy, consistency, and grammatical correctness.
- Communicate with channel customers via telephone and electronic mail to answer questions and meet the needs of customers.
- Prepare travel authorizations for staff and prepare timesheet information via electronic application for time and attendance.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Oversight and Compliance

Apply understanding of oversight and compliance program guidelines and regulations to examine, measure, and monitor program procedures and finances.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Examine and monitor program participation procedures and finances to ensure compliance by applying program guidelines and regulations.
- Develop and maintain relationships with guaranty agencies, lenders, secondary markets and servicers by communicating and promoting SFA’s goals and objectives.
- Manage guaranty agencies, lenders, secondary markets and servicers’ operational and financial progress by verifying compliance with statutory and regulatory requirements.
- Communicate regulatory and program guidelines to financial partners by developing and maintaining relationships with them.
- Apply understanding of oversight and compliance program guidelines and regulations to align all Financial Partners channel review processes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Partnership Relationship Management**

Apply SFA's service standards in order to effectively respond to partners.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Participate in conventions, meetings, conferences, etc. in the higher education/financial services community to maintain awareness of community and increase channel/SFA visibility.
- Communicate initiatives of channel and SFA to partners; elicit constructive input of partners in process.
- Identify new opportunities to improve efficacy of partner relationship initiatives and implement strategies to generate expected changes.
- Monitor FP channel partners and customers for issues requiring resolution; anticipate the existence of said issues and facilitate their solution.
- Encourage new partnership efforts by identifying new partners/customers and facilitate current relationship maintenance and improvement.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

Payments Processing

Prepare, compile and analyze financial transaction data for payment processing.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Reconcile funding/transactions with related systems to minimize errors such as duplicate payments, accounting differences, funding issues, etc.
- Respond to lender and guaranty agency requests for information or assistance by explaining program issues that relate to all phases of the reporting and payment process.
- Manage system 'year-end closing' by working with ED staff and contractors to close out funding accounts, open new funding accounts, identify which systems jobs to run, etc.
- Receive and approve invoices from guaranty agencies and lenders to make payments within specified timeframe.
- Track status of lenders' payments through online inquiries and identify trends to quantify accuracy of payments.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

**Planning and Budgeting**

Use rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply appropriate federal and departmental regulations, guidelines and procedures to implement budget formulation and fund control activities.
- Apply planning and budgeting techniques, information and data management tools to consolidate budget and forecasts data.
- Track and monitor expenditures to accurately reconcile budget activities.
- Compile and analyze budget data to identify and respond to changing priorities of program and project activities.
- Evaluate business plans, budgets, planning and budgeting concepts, techniques and systems to align Financial Partners activities with SFA strategic operational goals and objectives.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Policy, Regulation and Legislation Awareness

Apply knowledge of Title IV policies, regulations, and legislation to make informed decisions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Collect and analyze data and information regarding policy and legislation that affect the Channel and SFA.
- Synthesize information from legislative and policy sources and report on SFA and channel impacts; make concomitant recommendations.
- Anticipate changes in statute, regulation, legislature and environment thereof as they impact the channel/SFA.
- Develop understanding of channel and SFA exposure to policy and legislation and work proactively to inform leadership.
- Participate in community and policy-driven fora; share and assess risk information with internal/external partners.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Portfolio Management**

Apply understanding of general policies, regulations and legislative principles to ensure fiscal responsibility.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of portfolio management concepts and processes to establish and maintain fiscal responsibility.
- Apply basic concepts and models of technical analysis, financial market analysis and securities to track and evaluate financial market conditions.
- Use all potential recovery tools and their respective application to debt types within the portfolio to strengthen fiscal accountability.
- Participate with partners and stakeholders to identify the needs and planning strategies of the financial management operations and systems.
- Develop and apply an equitable strategy for forgiveness, cancellation, forbearance and compromise of amounts outstanding on categories of loans within the portfolio to strengthen financial management performance.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Product Knowledge

Utilize knowledge of SFA’s products to address customer questions and concerns and to enhance existing product offerings.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Evaluate existing products and processes and engage in continuous product and process improvement.
- Apply SFA product/process knowledge to resolve customer questions and concerns.
- Monitor product/process guidelines and applicable legislation to ensure product meets existing and future requirements.
- Identify and suggest ways to enhance or improve existing products or delivery methods.
- Handle inquiries from internal and external customers or colleagues on specific SFA products and/or processes in a courteous, thorough and professional manner and solicit feedback from customers for improvement.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Public Awareness/Relations for Partners**

Apply communication techniques to build and maintain a positive public image for SFA and to establish a firm relationship with financial partners/customers.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Articulate the positions and initiatives of the channel and SFA to our partners and customers.
- Collect and encourage the collection of information and opinions of our partners regarding SFA and Financial Partners initiatives.
- Participate in meetings, conventions and other information sharing fora with financial partners and customers.
- Monitor the financial aid and financial services community for issues of concern to SFA, Financial Partners, partners and customers.
- Evaluate the effectiveness of Financial Partners outreach strategies and recommend/implement changes to increase outreach efficacy.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Real Property Portfolio Management

Apply understanding of engineering drawings to assign and utilize space.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of portfolio management concepts and processes to establish and maintain fiscal responsibility.
- Apply basic concepts and models of technical analysis, financial market analysis and securities to track and evaluate financial market conditions.
- Assess and evaluate operations and information systems to identify and determine ownership, value, depreciation and usage fees (if applicable).
- Participate with partners and stakeholders to protect the assets of the Federal Government.
- Develop and apply equitable strategies for the sale of federal assets, payment of fees and compromise of amounts outstanding on categories of loans within the portfolio to maintain federal fiduciary compliance and responsibility.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Research & Analysis**

Apply understanding of basic research concepts, principles and methods to assess and evaluate information.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply commonly accepted research and analysis concepts, principles and methods in determining various levels of success in the FFEL program.
- Identify critical information sources to tap when analytically determining of success or failure of programs.
- Synthesize myriad information sources into a cohesive predictive equation in order to determine the level of success or failure of programs and report findings to senior management.
- Summarize results of data manipulation to produce cohesive, executive level synopses that identify trends and potential issues impacting SFA goals and objectives.
- Monitor trends and developments in the research and analysis field to accurately predict future trends.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Risk Modeling

Apply understanding of the concept and organizational value of risk modeling to prevent and reduce losses arising from high-risk ventures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Analyze systematic and comprehensive risk modeling programs that detect, prevent and reduce losses arising from high-risk ventures.
- Identify and apply best-in-business risk modeling procedures that will enhance the predictive and monitoring value of guaranty agency and lender reviews.
- Evaluate significant key risk indicators to monitor and prevent variances, discrepancies and/or inconsistencies of fund balances and projected income/losses.
- Recommend standard criteria and performance measures to ensure consistency and accuracy among guaranty agency and lender risk and trend analyses.
- Apply understanding of concepts and organizational value of risk modeling to advise management about the financial viability of guaranty agencies and lenders.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Technical Assistance**

Apply customer support principles to respond to customer inquiries. Develop and implement training and educational programs to meet customer needs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Provide complete, accurate and real-time support to customer inquiries about SFA software and systems.
- Proactively solicit feedback from customers to improve quality of service and products.
- Compile and analyze customer assistance data to identify training needs.
- Access and review current customer training approaches and techniques to identify and design appropriate training tools.
- Develop and implement customer training/education programs to increase staff's ability to respond to customer inquiries on programs, regulations and policies.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

Web Content Management

Implement effective processes and procedures to manage content of documents on the Intranet/Internet.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Write instructions for electronic data collection mechanisms and disseminate information to guaranty agencies and lenders.
- _____

- _____

- _____

- _____

Improvement Required

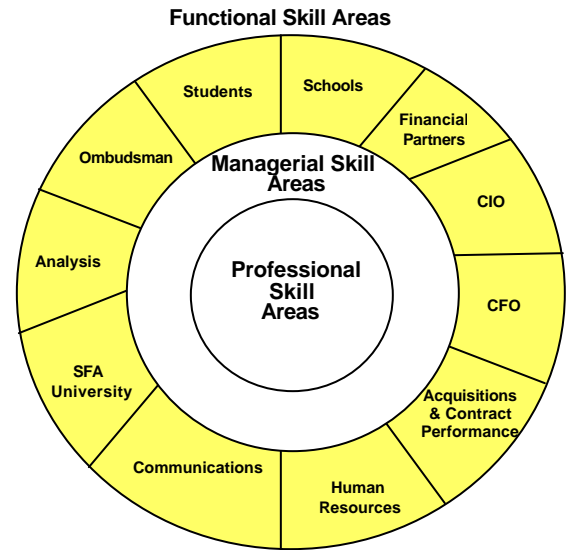
Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.



CIO Functional Skills

Functional Skills List:

- ☐ Application Program Analysis
- ☐ Application Software
- ☐ Business Process Analysis
- ☐ Contract Management
- ☐ Database and File Management
- ☐ Information Systems Security
- ☐ Infrastructure Management
- ☐ Interaction Design
- ☐ Network Software and Communications
- ☐ Office Administration
- ☐ Personnel Administration
- ☐ Planning and Budgeting
- ☐ Programming Languages
- ☐ Public Awareness/Public Relations
- ☐ Research and Analysis
- ☐ Technology Planning
- ☐ Testing
- ☐ Web Maintenance
- ☐ Web Development



**Application Program Analysis**

Apply system development lifecycle tools to design system components that meet user performance and operability requirements.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply understanding of configuration management and system development lifecycle tools to communicate configuration standards to programmers and to ensure that software engineering and configuration management standards are followed by application programmers.
- Identify and describe basic programming concepts.
- Design system components (e.g. system processing flows, data structures, sizing and performance specifications) that meet user performance and operability requirements.
- Control, test and implement changes to application code.
- Articulate design specifications to application to ensure application meets user needs.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Application Software

Implement and operate existing application systems within SFA.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Design, implement and operate an existing application system within SFA such as Campus-Based Programs System, Federal Family Education Loan Program System and Recipient Financial Management System.
- Develop service level agreements that are supportable by the Data Center, have realistic requirements and are results-oriented.
- Produce metrics on system and application performance to generate improvement recommendations.
- Control, test, and implement production changes into the application system to meet improvement expectations.
- Identify and describe major functional requirements as they relate to application systems.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Business Process Analysis**

Apply system development lifecycle tools to design system components that meet user performance and operability requirements.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Perform financial analysis, budgeting and investment analysis using techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), Return on Investment (ROI), Payback Period, Risk Adjustment, Sensitivity Analysis and Cost-Benefit Analysis.
- Apply knowledge of program goals and objectives, the sequence and timing of key program events and milestones, and methods of evaluating the worth of program accomplishments to develop, analyze and evaluate new or modified program/management policies, regulations, goals or objectives.
- Analyze management information requirements and complex IT business needs and processes, presenting them in both a quantitative and qualitative format that translates business needs into IT needs.
- Plan, schedule and implement major projects concerned with the analysis and evaluation of programs and organizational effectiveness while coordinating discussions and business case development of multiple initiatives.
- Analyze programs and operations and advise management on the evaluation of their effectiveness, productivity and efficiency.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Contract Management**

Manage and monitor operating partners performance in accordance with government policies and procedures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply contract management techniques in accordance with federal and departmental contract management concepts, regulations and procedures to develop, sustain and align all CIO contracted activities with SFA’s contract management vision.
- Ensure compliance with government contracting regulations.
- Develop, manage and monitor effective memorandums of understanding with vendors and third party service providers, which are understood by both parties, and expedite contract management processes.
- Monitor progress of vendor/contractor contracts to ensure adherence to standards and expected outcomes.
- Perform operations analysis on contracts for activity-based costing.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Database and File Management

Apply database and file management processes, such as data warehousing and data models to meet business needs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Define components and terminology related to database and file management.
- Apply data warehousing processes to design, build and test database applications that meet customer needs and requirements.
- Administer relational databases.
- Develop capacity plans and projections and modify database design to meet changing customer and user needs.
- Design, build and test database applications using lifecycle development tools to meet customer needs and requirements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Information Systems Security**

Develop, implement and enforce security to protect information system assets and resources.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of related organization policies, procedures and processes regarding information security.
- Apply knowledge of security and security mechanisms for the systems, including disaster recovery.
- Apply general understanding of security mechanisms (i.e. virus detection tools, firewalls, passwords) to protect against potential threats.
- Identify vulnerabilities and potential threats in IT systems.
- Identify how applications utilize security components.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Infrastructure Management

Apply knowledge of designing, constructing and maintaining hardware and systems operations.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of building management and systems operations to ensure adequate environment for applications and technology architecture.
- Apply knowledge of design and construction activities to strengthen infrastructure environment conditions (i.e. ventilation, electricity, cooling systems, security).
- Participate in facility management activities and performs hardware maintenance to ensure operating system and supporting hardware meet user requirements.
- Perform capacity planning by examining server performance reports and anticipating future capacity needs.
- Apply knowledge of operating system and application dependencies to prevent downtimes and outages and ensure applications meet service level agreements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Interaction Design**

Apply understanding of human-computer interaction, technology-mediated interaction and workplace design to develop and evaluate interactions between people and their environments.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Define and document usability requirements to ensure ease of application use by end users.
- Create a conceptual model of the system interface that reflects usability requirements.
- Create a working prototype that reflects the conceptual model.
- Observe representative users of the prototype and systematically document user feedback to generate design recommendations.
- Refine the design to reflect the feedback gathered from representative users.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Network Software and Communications

Design, develop and maintain network and communication infrastructure to support business operations.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of the basic features/functions of network software to determine server availability and ensure server connection.
- Articulate terminology and concepts of the communication system and code protocols to assist in troubleshooting and make server recommendations.
- Troubleshoot and install switches, routers, hubs and firewalls using Network Operating System Devices (file, print, mail) and network environments (client/server).
- Apply knowledge of network, security and perimeter meter and firewall and network layer encryption to make applications available to appropriate users.
- Apply knowledge and use of PKI and VPN technologies.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Office Administration**

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Plan, organize, coordinate and/or perform personnel, budget, travel and/or other administrative functions vital to SFA operations by applying working knowledge of the Department's, SFA's and federal rules, regulations and processes.
- Identify and implement or recommend process and system improvements to strengthen administrative operations.
- Apply working knowledge of administrative concepts and practices to plan, deliver, and manage support services (filing, scheduling, phone skills, etc) vital to SFA operations.
- Coach colleagues consistently on key concepts and practices (e.g. travel, purchasing, leave, personnel administration, etc).
- Handle inquiries on specific transactions, issues and services in a courteous, thorough and professional manner.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Personnel Administration

Apply broad understanding of HR processes and policies to answer employee HR questions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply understanding of HR processes and policies to update staff on HR policy changes.
- Examine basic employee-related inquiries and recommend appropriate action based on SFA HR and OPM guidelines.
- Provide performance development and support services to management and employees by distributing information on training classes and working with training providers to customize courses to meet employee developmental needs.
- Apply steps and procedures involved in recruitment, selection, deployment and transition to develop and maintain CIO workforce, which meets business needs and project demands.
- Prepare appointment papers (i.e. hiring, promotion, change designation, etc.) in a timely and accurate manner using appropriate systems and processes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Planning and Budgeting**

Use rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Implement budget formulation and fund control activities by applying appropriate federal and departmental regulations, guidelines and procedures.
- Prepare and consolidate budget plans and forecasts by applying planning and budgeting techniques, information and data management tools.
- Track and monitor expenditures to accurately reconcile budget activities and implement activity-based costing.
- Compile and analyze budget data to identify and respond to changing priorities of program and project activities.
- Evaluate business plans, budgets, planning and budgeting concepts, techniques and systems to align CIO activities with SFA strategic operational goals and objectives.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Programming Languages

Define components and terminology related to programming languages in order to design, build and test software applications.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of the terminology and the components of the programming languages used in the SFA IT environment to design, build and test software applications.
- Translate user specifications into programming specifications, and then convert those specifications to usable code in the specified or chosen programming language.
- Determine the optimum programming language to accomplish a specific SFA business need.
- Evaluate programming tasks to determine and project costs, deadlines and estimated time needed for its completion.
- Monitor advances in programming languages and measure the impact on SFA systems.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Public Awareness/Public Relations**

Plan and execute public events and strategies to communicate with target customers and maximize public awareness.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply communication management concepts and techniques to align marketing efforts with SFA outreach standards and messages.
- Identify and develop appropriate and consistent messages that align to SFA Communication strategy.
- Apply marketing research approaches and techniques to identify target markets.
- Develop, produce and disseminate materials and conduct public events for target and general audiences to heighten awareness of CIO products, services, goals and objectives.
- Encourage and participate in partnerships with Department of Education, US Government and outside community to leverage public and private sector awareness of CIO products and services.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Research and Analysis

Apply understanding of basic research concepts, principles and methods to assess and evaluate information.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply basic research concepts, principles and methods to a wide range of projects within the CIO or its partners (e.g. workflow, systems, procedures, regulations).
- Apply working knowledge of specific information sources and methods of information gathering to make fact-based decisions.
- Analyze, synthesize and evaluate information to identify trends and potential issues impacting SFA goals and objectives and raise them to management.
- Articulate, communicate or present findings or data that addresses research focus in an understandable manner.
- Develop viable recommendations on future courses of action based on summarized and documented research.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Technology Planning**

Apply understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply working knowledge and understanding of strategic IT goals and objectives to improve CIO operations.
- Apply strategic investment priorities to select IT initiatives that best support organizational and CIO goals, business needs and objectives.
- Apply working knowledge and understanding of IT initiative evaluation process to develop IT decision options.
- Evaluate business process and technical requirements to identify service improvement and cost reduction opportunities.
- Monitor emerging technologies and business process innovations to analyze their potential for streamlining CIO and SFA operations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Testing

Create, execute and document testing to ensure an application meets user requirements and functional specifications.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Design and produce comprehensive test plans, using generally accepted IT testing methodology, principles, patterns and schemes.
- Create, execute and document tests to ensure an application meets user requirements and functional specifications.
- Plan, execute and document tests to ensure that applications meet performance requirements.
- Analyze and evaluate test results to determine if applications meet user requirements, functional specifications and performance requirements.
- Create modification requests to correct deficiencies discovered during test activity.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Web Maintenance**

Design, update and implement effective processes, policies and procedures to support the posing and/or translation of documents to the Intranet/Internet.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Promote design, update, and implementation of processes, policies, procedures, and/or standards to support the translation and posting of documents to the Intranet/Internet.
- Apply advanced HTML techniques such as style sheets, dynamic positioning, and layering to produce creative content.
- Develop graphics using graphic tools such as Adobe Photoshop.
- Apply user interface design skills to link pages for optimal navigation.
- Ensure that changes integrate smoothly with the existing website within the testing and staging environments.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

Web Development

Apply web standards to Intranet/Internet web design initiatives to create an on-line environment and on-line services.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Apply the programming model to create n-tiered web applications displaying a clear separation of the presentation, business and data access layers.
- Apply web standards to Intranet/Internet design initiatives.
- Gather content and apply requirements for development of Intranet/portals.
- Design, build and test web based applications using various web-programming languages such as HTML, XML and JAVA.
- Promote design, update and implementation of effective processes, policies, procedures and/or standards to support the translation and posting of documents to the Intranet/Internet.

Improvement Required

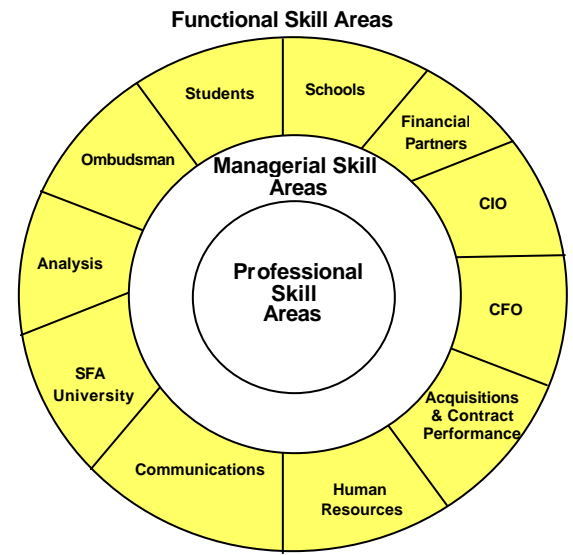
Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.



CFO Functional Skills

Functional Skills List:

- ☐ Agency/Organization Accounting
- ☐ Audit Processing
- ☐ Cash Management
- ☐ Contract Management
- ☐ Facility Management
- ☐ Federal Accounting
- ☐ Financial Analysis
- ☐ Financial Information Systems Management
- ☐ Financial Management
- ☐ Financial Reporting
- ☐ General Accounting
- ☐ Office Administration
- ☐ Planning and Budgeting
- ☐ Policy, Regulation and Legislation Awareness
- ☐ Portfolio Management
- ☐ Real Property Portfolio Management
- ☐ Research and Analysis
- ☐ Risk Assessment
- ☐ Risk Modeling
- ☐ Technology Planning

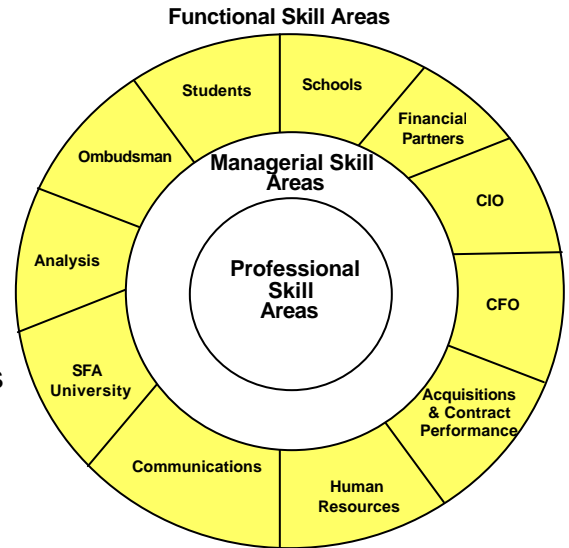




Ombudsman Functional Skills

Functional Skills List:

- ☐ Case Management
- ☐ Contract Management
- ☐ Customer Service Support
- ☐ Negotiation
- ☐ Office Administration
- ☐ Planning and Budgeting
- ☐ Policy, Regulation and Legislation Awareness
- ☐ Process Improvement
- ☐ Product Knowledge
- ☐ Research and Analysis



**Case Management**

Research and organize details of each customer's problem. Facilitate an informal, impartial, timely resolution to each customer dispute.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Assemble all case-related documentation in an organized manner and utilize established internal and external contacts and databases to research and analyze case facts.
- Record all case-related activities in the case-tracking system.
- Communicate with each customer at regular intervals to ensure the customer is kept up-to-date on the activities taken to resolve the issue.
- Develop, in conjunction with customer and other parties, creative solutions to customer disputes that are within applicable laws and regulations.
- Summarize, in a manner appropriate to each case, the conclusions reached, the timeframe for implementation of the solution, and contingency plans if the activity does not occur.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Contract Management

Manage and monitor vendors' performance in accordance with government policies and procedures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Prepare reports on vendor performance under existing contracts after reviewing and analyzing vendors' adherence to contracts.
- Apply SFA contract management vision to develop, sustain and improve relations with vendors in order to meet SFA's Ombudsman Office objectives.
- Evaluate operating partners/vendor proposals for consistency with project goals.
- Develop, manage and monitor memoranda of understanding with operating partners and vendors.
- Apply federal contract management concepts, procedures and regulations when recommending vendors.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**Customer Service Support**

Apply SFA's service standards in order to effectively respond to customers.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Collect and record, in the case tracking system, information that fully describes the nature of each customer's inquiry.
- Offer responses to customer inquiries that elicit additional information about the problem or, where possible, resolve the issue before the call is concluded.
- Apply effective listening techniques and convey information to the customer about the services provided by the Ombudsman Office in a manner that encourages customer satisfaction.
- Utilize available resources, services, and technical capabilities across SFA units to meet customer needs.
- For inquiries that are not resolved during the call, summarize for each customer the role of the Ombudsman Office, describe the next steps the customer should expect to occur, and provide the timeframes for those steps.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Negotiation

Recommend mutually agreeable solutions that support SFA's required business position in issue resolution.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Listen, assimilate and communicate different perspectives, approaches and backgrounds in resolving customer issues.
- Facilitate parties' development of proposals that can contribute to a mutually agreeable solution to the customer dispute.
- Articulate conflicting viewpoints to parties involved in a non-judgmental manner that facilitates discussion and resolution.
- Gather information about the regulatory requirements pertaining to a customer's problem to ensure proposed options can be applied under current requirements.
- Create a neutral environment in which problem resolution can occur.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**Office Administration**

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Organize, plan and coordinate administrative functions to achieve Ombudsman performance goals.
- Identify administrative procedural problems and recommend improvements that aim to expedite administrative operations.
- Apply knowledge of administration concepts and practices (answering phones, filing, scheduling, etc.) to plan, deliver and manage Ombudsman support services vital to SFA operations.
- Synthesize SFA administrative practices by maintaining up-to-date policy and procedures and training materials.
- Create and maintain correspondence-style catalog by drawing conclusions from Ombudsman and federal standards.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Planning and Budgeting

Use rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Track and reconcile unit budget by maintaining accurate records of expenditures and encumbrances.
- Apply SFA rules, information sources and tools available to prepare and consolidate quarterly and annual budgets and forecasts.
- Apply planning and budgeting concepts to ensure accurate, current reporting of business forecasts and budgets.
- Analyze and discuss budget implications by comparing planning goals to expenditures.
- Formulate budget recommendations according to departmental and organization fund control procedures.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Policy, Regulation and Legislative Awareness**

Apply knowledge of Title IV policies, regulations, and legislation to make informed decisions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Evaluate applicable law and regulations that apply to each case to identify potential options for resolving the case.
- Apply understanding of general policies, regulation and legislation principles, laws and jurisprudence to ensure proposed resolutions are within the law.
- Examine proposed and final regulatory changes to stay current on requirements governing the Perkins, Direct and FFEL programs.
- Participate in negotiated rule-making and policy-related discussions to ensure the borrower/customer viewpoint is heard.
- Collect data on cases that apply to specific regulatory guidelines to advise management on possible changes to those guidelines.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

Process Improvement

Review SFA’s operations and products to identify and recommend process improvement opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Draw conclusions from case facts to suggest systemic or operational changes that can reduce or eliminate the incidence of the problem as presented in the facts.
- Communicate recommendations for process and product improvements in response to customer needs and requests.
- Evaluate the potential impact of implementing changes and improvements and develop mitigation strategies.
- Collaborate with stakeholders, those who implement the process, to generate support and to ensure proposed changes that meet the needs of involved parties.
- Monitor effectiveness of process improvement initiatives and suggest ways in which to further refine processes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Product Knowledge**

Utilize knowledge of SFA's products to address customer questions and concerns and to enhance existing product offerings.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Apply understanding of SFA's products to develop workable options to resolve customer problems.
- Utilize information from individual cases to promote the customer's perspective of SFA products.
- Apply Ombudsman case trends to recommend systemic improvements to SFA products.
- Gather and examine new SFA product information to stay current on services available to SFA customers.
- Participate in new SFA product development discussions to promote customer service standards.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Research and Analysis

Apply understanding of basic research concepts, principles and methods to assess and evaluate information.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Gather information from all parties involved in a dispute to ensure that case-related facts are documented and reviewed.
- Collect necessary documentation to support/disprove assertions made by varying parties in each case.
- Synthesize and evaluate case facts to identify relationships, trends and potential issues impacting Ombudsman and SFA goals and objectives.
- Apply knowledge of specific information sources and methods of information gathering to locate research and policy decisions relevant to case facts.
- Summarize and present findings/supporting data to address research focus in a systematic, understandable manner.

Improvement Required

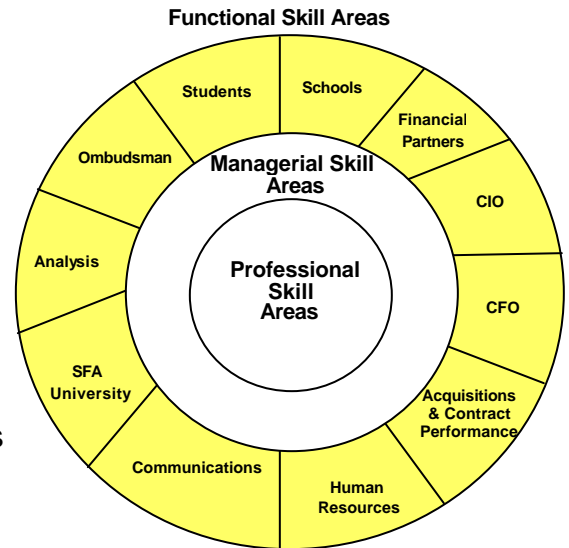
Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.



Acquisitions and Contract Performance Functional Skills

Functional Skills List:

- ☐ Acquisition Planning
- ☐ Contract Development
- ☐ Contract Negotiation
- ☐ Contract Management Strategy
- ☐ Contract Performance and Evaluation
- ☐ Contractor/Vendor Relations
- ☐ Office Administration
- ☐ Planning and Budgeting
- ☐ Policy, Regulation and Legislation Awareness
- ☐ Research and Analysis
- ☐ Technology Planning





Acquisition Planning

Partner with customers to develop effective acquisition plans and strategies for implementation.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Communicate process steps, concerned policies and lead times to customers to encourage effective acquisition approaches and sound implementation techniques.
- Participate cooperatively with others at SFA to obtain products and services that optimally meet SFA business needs.
- Conduct market research to identify the best-qualified vendors and link contractor/vendor capability with SFA’s strategic business imperatives.
- Develop supply sources through evaluation and analysis that align with SFA’s business objectives and strategic direction.
- Create strategies that achieve requirements for competition, socio-economic needs, process efficiencies and effectiveness and enhancement of SFA’s mission.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Contract Development

Develop contracts to obtain products and services that meet SFA business needs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Conduct all tasks for developing contract awards that reflect comprehensive planning, sound monitoring and timely execution.
- Evaluate vendor capabilities and make contractor selection decisions consistent with compatible values and business direction for SFA.
- Devise and use innovative techniques, such as two-phase source selection, to streamline the acquisition process.
- Develop performance-based requirements by brainstorming collaboratively with team members to identify high-level objectives.
- Produce contract awards that comply with all laws and regulations while working to satisfy customers.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



Contract Negotiation

Identify and present mutually agreeable solutions to support SFA's business objectives.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Craft effective negotiation strategies from thorough research and analysis of positions.
- Identify options that contribute to a mutually agreeable solution and support SFA's contract strategy and business objectives.
- Recommend and present proposed actions that gain acceptance and approval by considering the interests of all parties involved.
- Negotiate task orders, performance measures and costs to ensure that contractors/vendors deliver products and services that fulfill SFA's requirements.
- Negotiate scope/price changes, payment of invoices and dispute resolutions to assure that contractors/vendors perform as intended.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

Contract Management Strategy

Develop and maintain a contract management strategy to successfully work with and manage operating partners consistent with government policies and procedures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Apply contract management strategy to each individual contract or action to support SFA's overall vision.
- Develop, maintain and strengthen relationships with contractors and vendors by communicating and promoting SFA's goals and objectives.
- Improve quality of contract management by implementing best-in-class contractor/vendor management techniques.
- Manage contract progress by monitoring vendor/contractor adherence to contract standards, requirements and expected outcomes.
- Administer all aspects of contract performance including close-out and final review by verifying that all final requirements are met, such as the return of government property, conducting final audit, etc.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

**Contractor Performance and Evaluation**

Monitor performance of operating partners to ensure compliance with SFA business objectives.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Conduct periodic status reviews to monitor contractor/vendor performance, contract requirements and costs.
- Establish performance objectives with contractor/vendor and collect performance data relative to those objectives throughout the life of the contract.
- Communicate contractor/vendor feedback to external and internal audiences to identify and address key issues.
- Generate continuous improvement initiatives for contractors/vendors through cross-functional team research.
- Provide timely and responsive performance feedback to contractors to generate meaningful improvements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Contractor/Vendor Relations

Apply contract management vision to develop, sustain, and improve relations with operating partners in meeting SFA business objectives.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Communicate SFA’s contract management vision to industry to increase the awareness of SFA’s mission so that contractors/vendors offer SFA better solutions.
- Apply SFA’s contract management vision to develop and improve contractor/vendor relations.
- Inform and educate industry on SFA’s acquisition practices and procedures to enhance the level of competition among contractors/vendors.
- Communicate contractor/vendor acquisition practices to external and internal audiences to share best practices among agencies.
- Generate continuous improvement initiatives through team activities with contractors/vendors to challenge each other to perform better.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Office Administration**

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Organize, plan, and coordinate administrative functions to improve efficiencies.
- Identify procedural and processing problems and recommend areas for improvement.
- Evaluate performance of support functions and identify areas that should be more responsive to overall needs of colleagues.
- Plan, deliver, and manage support services using knowledge of administrative concepts and practices.
- Prioritize assignments to expeditiously complete critical tasks.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Planning and Budgeting

Use rules, appropriate information sources and tools to ensure budget process is well supported by the acquisition function.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Contribute in discussions on acquisition matters by understanding their implications on budget and appropriation.
- Analyze individual acquisitions to ensure they are compliant with budget formulation, execution, and fund controls procedures and guidelines.
- Examine nature of individual acquisition actions and verify use of funding is consistent with budgetary and appropriation purposes.
- Track and monitor expenditures to accurately reconcile contract needs with budget activity.
- Advise SFA program managers on contracting situations with budget implications using knowledge of OMB regulations and Federal appropriation process.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Policy, Regulation and Legislative Awareness**

Apply knowledge of acquisition and Title IV related policies, regulations, and legislation to make informed decisions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Monitor and track legislative changes, case law precedents and trends to determine contract implications.
- Apply knowledge of Title IV to structure acquisitions that better support SFA’s needs.
- Review and analyze proposed statutory, regulatory and policy changes to identify potential impacts on Acquisitions and Contract Performance responsibilities.
- Articulate knowledge of Title IV to contractors/vendors in order for operating partners to perform more effectively.
- Challenge proposed new acquisitions to optimally meet SFA’s legislative mandates.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Research and Analysis

Apply basic research concepts, principles and methods to assess and evaluate information.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply concepts, principles and methods of basic research to assess and evaluate a wide range of technical, financial and business information and data.
- Compile, review and validate internal and external data from a variety of sources to analyze complex issues and report findings to senior management.
- Develop research findings to identify trends and potential issues impacting SFA goals and objectives.
- Synthesize complex issues into simple and manageable components to make solutions more readily apparent.
- Recommend viable options to address and/or resolve issues raised within the Acquisitions and Contract Performance organization unit.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Technology Planning**

Apply understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Implement information technology approaches and methods that align Acquisitions and Contract Performance activities with strategic IT goals and objectives.
- Select IT initiatives that best support organizational goals, business needs and objectives by applying strategic investment priorities.
- Apply the IT initiative evaluation process to develop information technology decision options.
- Identify service improvement and cost reduction opportunities by evaluating business processes and technical requirements.
- Monitor emerging technologies and business process innovations; analyze potential for streamlining SFA operations.

Improvement Required

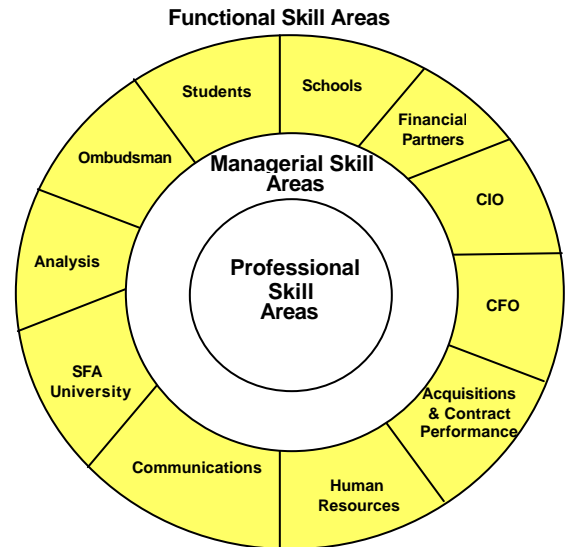
Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



Human Resources Functional Skills

Functional Skills List:

- ☐ Compensation, Recognition and Benefits
- ☐ Administration
- ☐ Contract Management
- ☐ Employee and Career Development
- ☐ Employee Relations Administration
- ☐ Labor Relations Administration
- ☐ Employee Relations Management
- ☐ Labor Relations Management
- ☐ Human Resources Systems Administration
- ☐ Human Resources Administration
- ☐ Human Resources Strategy and Planning
- ☐ Office Administration
- ☐ Performance Management
- ☐ Performance Management Administration
- ☐ Planning and Budgeting
- ☐ Recruitment, Selection, Deployment and Transition Administration
- ☐ Recruitment, Selection, Deployment and Transition Management
- ☐ Technology Planning



**Compensation, Recognition and Benefits Administration***Administer compensation, benefits and awards packages.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Articulate knowledge of compensation, recognition and benefits policies and processes.
- Design, implement and administer compensation, benefits and award programs.
- Respond to compensation and benefits inquiries.
- Apply concepts and guidelines of Compensation and Benefits Administration to ensure compliance with policies and plans.
- Prepare various reports for management and other government agencies on compensation and benefits.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Contract Management*Manage and monitor operating partners performance in accordance with government policies and procedures.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Explain contract management vision of SFA.
- Apply understanding of federal contract management concepts, procedures and regulations.
- Partner with Acquisitions & Contract Performance to ensure compliance with government contracting regulations.
- Lower costs associated with technology and processes by working with vendors.
- Monitor progress effectively and ensure vendor/contractor adheres to standards and produces expected outcomes.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Employee and Career Development***Create, develop and maintain the SFA Skill and Career Progression Models.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge and understanding of Skill and Career Modeling.
- Partner with SFA leadership to develop SFA’s Career Progression Model.
- Provide counseling services related to career development based on SFA’s Skill and Career Progression Models.
- Create employee development programs based on SFA’s Skill Model and Career Progression Model by partnering with SFA University.
- Articulate federal concepts, procedures and regulations governing career progression.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Employee Relations Administration*Prepare reports, research, answer questions and understand implications of employee relations issues.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Monitor employee relations issues to ensure compliance with the collective bargaining agreement, SFA and other federal government laws, regulations, policies.
- Prepare required reports and legally sufficient documents related to employee relations issues in a timely manner.
- Respond to employee related inquiries in an efficient manner.
- Conduct and apply research on employee relations issues.
- Monitor and ensure the implementation of settlement agreements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Labor Relations Administration**

Prepare reports, research, answer questions, and understand implications of agreements regarding labor issues.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Monitor SFA compliance with SFA and other federal government laws, regulations, policies and the collective bargaining agreement to ensure effective labor relations.
- Prepare required reports and legally sufficient documents related to labor relations issues in a timely manner.
- Respond to labor-related inquiries in an efficient manner.
- Effectively conduct and apply research on labor relations issues.
- Monitor and ensure the implementation of agreements between labor and management.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Employee Relations Management

Create employee development processes and provide counseling to SFA employees.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Conceptualize programs and activities that will develop and maintain harmonious and productive relationships within the organization.
- Recommend strategic direction and policies related to employee programs.
- Evaluate and analyze effects and implications of existing and proposed employee programs and recommend appropriate solutions.
- Develop guidelines and procedures related to employee relations programs.
- Facilitate the resolution of employee disputes and grievances utilizing appropriate channels and procedures.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Labor Relations Management***Create employee development processes and provide counseling to SFA employees.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Recommend strategic direction and policies related to labor relations programs.
- Evaluate and analyze effects and implications of existing and proposed employee programs and recommend appropriate solutions.
- Contribute to the development of SFA’s labor-management strategy and vision in collaboration with SFA management.
- Develop guidelines and procedures related to labor relations programs.
- Facilitate the resolution of employee disputes and grievances utilizing appropriate channels and procedures.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Human Resources Systems Administration*Manage, maintain and update Human Resources systems.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Manage the implementation/performance of HR administration system.
- Maintain, monitor and update records in HR system databases.
- Utilize the HR systems to complete routine HR activities and to generate necessary reports.
- Effectively plan for, acquire and manage contractors providing IT services.
- Develop technology solutions for Human Resources processes and programs.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



Human Resources Administration

Develop HR administrative programs, projects and activities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Plan and develop HR administration programs, projects and activities based on understanding of HR processes.
- Prepare and process various HR documents based on policy compliance.
- Evaluate and analyze statistical data/information on personnel and prepare reports.
- Maintain official personnel records and ensure compliance with governing regulations.
- Perform all HR administrative processes in compliance with governing laws and regulations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Human Resources Strategy and Planning

Define and implement HR goals and strategic HR vision and develop HR programs to meet SFA organization goals.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Define and implement (within regulatory legislative framework) a strategic HR vision aligned to SFA organization goals.
- Direct the development of an HR implementation strategy that prioritizes and defines the HR programs and processes of SFA.
- Manage change for employees and the organization through the design of HR Programs.
- Apply best practices and the best in business thinking associated with human resources practices to the design of HR programs.
- Design HR programs by applying understanding of organization culture.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Office Administration**

Perform administrative duties and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Organize, plan and coordinate administrative functions.
- Identify administrative procedural problems and recommend improvements that increase effectiveness and efficiency.
- Plan, deliver and manage support services vital to SFA operations by applying administration concepts and practices, such as answering phones, filing and scheduling.
- Use technology in the execution of office administration functions.
- Prioritize and execute multiple tasks.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Performance Management

Develop performance management procedures and guidelines to enhance employee performance, productivity and motivation.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Design and develop SFA's performance management program by applying knowledge of Performance Management and ensuring alignment to business strategy and linkages to other HR systems.
- Conduct relevant research on performance and skill management best practices; analyze issues related to current system; recommend improvement alternatives.
- Develop performance management procedures and guidelines.
- Evaluate current performance development results and their impact on employee performance, productivity and motivation and prepare reports for management.
- Ensure compliance with legislative and regulatory requirements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Performance Management Administration***Administer performance development and support for HR systems and processes.***Meet Expectations**

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Administer performance development system in a timely, accurate and efficient manner.
- Update and maintain the SFA Skill Catalog in an effective and timely manner.
- Document current performance measurement and award systems and processes.
- Provide performance development and support services to management and employees.
- Apply knowledge of governing laws and regulations in the administration of the performance management system.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Planning and Budgeting*Use rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.***Meet Expectations**

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply understanding of OMB regulations and overall Federal appropriations process.
- Apply understanding of departmental and organizational budget formulation and fund control procedures and guidelines.
- Report accurate business forecasts and budgets by applying planning and budgeting concepts.
- Analyze budget implications and ensure resolution of problem issues.
- Track and reconcile unit budget activities.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Recruitment, Selection, Deployment and Transition Administration**

Hire, promote and deploy employees following the steps and procedures involved in recruitment, selection, deployment and transition.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Follow the steps and procedures involved in recruitment, selection, deployment and transition processes.
- Conduct initial screening of applicant qualifications and assess qualifications based on expressed business need.
- Process appointment papers for hiring, promotion and change designations in a timely, efficient and effective manner using appropriate systems and processes.
- Document current recruitment, selection, deployment and transition practices.
- Ensure compliance with governing laws, regulations and policy.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Recruitment, Selection, Deployment and Transition Management

Partner with channels/organization units to assess, evaluate and analyze resource requirements to support SFA-Wide goals and objectives.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Partner with channels/organization units to assess, evaluate and analyze resource requirements and develop resource plans based on SFA business goals and objectives.
- Develop recruitment, selection, deployment and transition strategies that support SFA-wide goals and objectives and comply with applicable regulations/policies.
- Identify issues and recommend solutions related to recruitment, selection, deployment and transition.
- Coordinate organization-wide implementation of personnel programs related to recruitment, selection, deployment and transition.
- Identify customized and legally compliant approaches in recruitment, selection, deployment and transition.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Technology Planning**

Apply understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Implement information technology approaches and methods that align HR activities with strategic IT goals and objectives.
- Select IT initiatives that best support organizational goals and objectives by considering strategic investment priorities.
- Apply the IT initiative evaluation process to develop IT decision options.
- Evaluate business process and technical requirements to identify service improvement and cost reduction opportunities.
- Monitor emerging technologies and business process innovations to analyze their potential for streamlining SFA operations.

Improvement Required

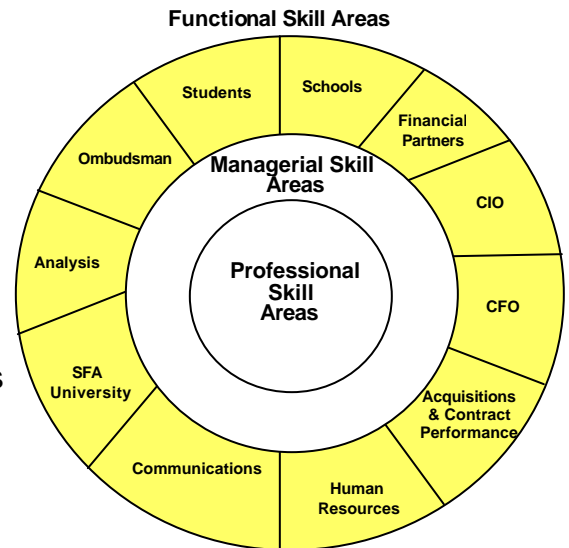
Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



Analysis Functional Skills

Functional Skills List:

- ☐ Contract Management
- ☐ Database and File Management
- ☐ Office Administration
- ☐ Performance Measurement
- ☐ Performance Measurement Administration
- ☐ Planning and Budgeting
- ☐ Policy, Regulation and Legislation Awareness
- ☐ Product Development and Improvement
- ☐ Product Knowledge
- ☐ Program Evaluation
- ☐ Research and Analysis
- ☐ Risk Management
- ☐ Statistical Analysis
- ☐ Strategic Planning
- ☐ Technology Planning
- ☐ Writing (Business, Journalistic, Creative)





Contract Management

Manage and monitor operating partners performance in accordance with government policies and procedures.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Identify and evaluate contracting requirements and translate them into statements of work, task orders, or other procurement documents that accurately reflect the needs of the organization, as well as conform to federal management concepts, procedures and regulations.
- Coordinate all administrative actions between the sponsoring entity and the SFA Acquisitions and Contract Performance staff ensuring that all key statutory requirements and deadlines are met.
- Monitor progress and proactively identify problems, issues or concerns to maintain progress and the quality of the contracted work product.
- Negotiate effective solutions that are resource-efficient for the government, within standard operating procedure, and that do not compromise the quality of the contracted work product.
- Remain abreast of all changes to Federal Contracting law and regulation, particularly as they relate to innovation, to continually improve contracting efforts.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Database and File Management

Apply database and file management processes, such as data warehousing and data models to meet business needs.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Analyze SFA’s current data collection efforts to determine whether there is sufficient information to measure the effectiveness of SFA programs and SFA’s performance.
- Improve the Analysis Service’s own research capabilities by monitoring information technology developments within each channel and service.
- Learn more about the research tools available to the Analysis Service by developing a broad understanding of Data Mart initiatives within SFA.
- Improve general awareness of SFA’s performance by recommending simpler and more responsive processes for accessing various databases maintained by SFA.
- Participate in efforts to develop and update a list of easily accessible databases and files that provide useful information in responding to frequently asked questions from SFA’s customers.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Office Administration**

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Plan, organize, coordinate and/or perform personnel, budget, travel and/or other administrative functions vital to SFA operations by applying working knowledge of the Department's, SFA's and federal government's rules, regulations and processes.
- Identify, implement and/or recommend process and system improvements to strengthen administrative operations.
- Apply working knowledge of administrative concepts and practices to plan, deliver, and manage support services (filing, scheduling, phone skills, etc) vital to SFA operations.
- Coach colleagues consistently on key concepts and practices, such as travel, purchasing, leave, personnel administration, etc.
- Handle inquiries on specific transactions, issues and services in a courteous, thorough and professional manner.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

Performance Measurement

Develop SFA's Performance Measurement Program through the usage of balanced scorecard approach and performance management procedures and tools.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Establish performance measurement reporting mechanisms and processes that result in the development of electronic systems, procedures and overall guidance that are easy to use or follow and promote accuracy and compliance with the requirements.
- Analyze performance data and information to prepare performance assessments that are valid and accurate, and that identify problems that may potentially impact the successful achievement of SFA's annual plan goals and objectives.
- Monitor performance reporting processes and procedures; identify issues; recommend improvements and resolve problems.
- Establish effective working relationships with performance liaisons; provide necessary guidance, validate assessments, incorporate feedback, etc. These activities are accomplished with courtesy and efficiency and with the ultimate aim of building and maintaining trust.
- Work with offices to review performance and make recommendations that generate improvements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

**Performance Measurement Administration**

Administer customer and employee satisfaction surveys to provide performance measurement and support services.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Evaluate and assess survey needs based upon prior results and current channel requirements; ensure that needs are appropriately incorporated into SFA's customer and employee satisfaction survey programs.
- Monitor survey development, implementation, analysis and report writing processes; identify potential problems and negotiate solutions that are agreeable to all parties by adhering to generally accepted survey standards and methodologies.
- Analyze survey data and validate results; prepare key findings that summarize current performance and recommendations.
- Communicate survey results as well as the mechanics of the improvement models through briefings, fact sheets, web sites, etc., so that internal and external parties understand how the models work and what they tell us.
- Serve as the technical specialist for the customer and/or employee satisfaction survey programs; offer expert advice when requested; respond to written and oral inquiries related to this matter; provide input into other SFA and Departmental surveying efforts; and implement special projects on an as needed basis.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

**Planning and Budgeting**

Use rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Communicate accurate budget information to customers and partners by establishing a close working relationship with the budget offices in ED and reconciling any discrepancies between information held by those offices and information developed in the Analysis Service.
- Participate in efforts to measure organizational and program costs by providing analyses of current as well as proposed operational functions related to the delivery of financial aid to students.
- Collect operational and program impact data reported by schools, lenders, and others to improve the reliability of budget estimates and forecasts.
- Anticipate the need for new information sources in developing cost estimates related to changes in operations or program requirements.
- Develop cost measures of specific organizational functions within SFA to facilitate reducing unit costs.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Policy, Regulation and Legislation Awareness

Apply knowledge of Title IV policies, regulations, and legislation to make informed decisions.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Apply applicable statutes, policies and regulations to plan, develop, implement and evaluate all operations, systems, services and products.
- Interpret applicable statutes, policies and regulations to identify opportunities for and barriers to SFA goals and objectives.
- Review and analyze proposed statutory, regulatory and policy changes to identify potential impacts on the responsibilities of the Analysis organization unit.
- Monitor and track legislative changes and case law precedents and trends to advise senior management on program planning considerations.
- Consult with departmental legal and congressional staff to strengthen personal awareness and knowledge of policy, regulatory and legislative issues.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Product Development and Improvement**

Review SFA's operations and products to identify and recommend process improvement opportunities for SFA.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the "Meet Expectations" standard:

- Recommend alternatives to the current program structure and design to reduce the operational costs of SFA or its partners, without compromising service to students.
- Provide detailed historical, legislative and administrative information to SFA employees and management to improve their understanding of the development and application of Title IV, HEA programs.
- Improve the process of delivering Title IV assistance to students by proposing statutory changes to the Title IV, HEA programs.
- Coordinate cross-channel initiatives to facilitate a uniform, coherent and efficient approach to program operations.
- Analyze program operations to advise management on the status of efforts to implement innovations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the "Meet Expectations" standard.

Product Knowledge

Utilize knowledge of SFA's products to address customer questions and concerns and to enhance existing product offerings.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for "Meet Expectations" standard:

- Access and review documentation, guidelines and related materials on SFA products to stay abreast of product development and offerings.
- Apply product knowledge to address and resolve customer inquiries and concerns.
- Proactively solicit customer feedback to collect data on product utility and quality.
- Compile, review and summarize data on customer comments, questions and concerns regarding SFA's products to provide findings to senior management.
- Monitor product guidelines and applicable legislation to identify impacts on product planning, development and offerings.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for "Meet Expectations" standard.

**Program Evaluation***Monitor and analyze organization performance objectives.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Develop program goals based on legislative amendments and improved service to students.
- Develop incremental performance criteria for achieving program goals by soliciting information about appropriate standards from the offices responsible for administering the program.
- Evaluate performance of SFA in achieving program goals based on established criteria and best-in-business performance.
- Determine whether reductions in unit costs have compromised or delayed achievement of program goals by evaluating whether a causal relationship exists between specific cost reductions and any delays in achieving a particular goal.
- Analyze relationship between achievement of program goals and employee satisfaction to determine the extent to which employees identify with the goals of SFA.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Research and Analysis*Apply understanding of basic research concepts, principles and methods to assess and evaluate information.*Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Collect information about current research trends and issues in student assistance by reviewing research journals and participating in research conferences.
- Identify research issues that are closely related to SFA’s goals: improving customer service, reducing unit costs and increasing employee satisfaction.
- Develop a strategy for assessing and evaluating issues that are most relevant to SFA’s goals and determine whether additional research is needed.
- Initiate relevant research projects and evaluate results through self-assessment and feedback from independent parties.
- Suggest a process for implementing recommendations from research through legislative, regulatory or administrative initiatives.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Risk Management**

Utilize concept and value of risk modeling to protect government assets.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Develop an in-depth understanding of the concept and value of risk modeling by reviewing general literature on the subject.
- Monitor practical applications of risk modeling by interviewing SFA staff that currently uses existing risk models.
- Improve SFA’s compliance guidelines and oversight role by monitoring new developments within the industry.
- Assess and evaluate the operations, including the financial and information systems, to determine the feasibility of additional risk models.
- Detect, prevent and reduce losses arising from fraudulent transactions through development and use of systematic, comprehensive and collaborative risk modeling and fraud containment programs.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Statistical Analysis

Apply statistical and mathematical skills to organize, forecast and interpret data.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Utilize knowledge of basic math, calculus and statistics to conduct statistical analysis.
- Apply the appropriate statistical and mathematical techniques to SFA analyses including surveying, forecasting and programming efforts.
- Interpret statistical findings and present them in a concise manner, in terms that are easily understood by general users, and with the appropriate caveats and limitations.
- Seek to expand knowledge and improve operational efficiency by using automated statistical, database, spreadsheet and graphical packages.
- Serve as the technical specialist for SFA analytical efforts; offer expert advice when requested; proactively provide input into other SFA and Departmental efforts and implement special initiatives on an as-needed basis.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Strategic Planning**

Prepare materials, including objectives and action steps, to coordinate strategic planning activities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Establish SFA-wide strategic planning process that includes representation from all Channels and Enterprise organizations and that results in the development of common visioning statements with appropriate goals and objectives and that rationalizes all disparate planning and budgeting efforts.
- Analyze past performance, customer data, current technologies and best-in-business trends to make recommendations for incorporation into the strategic plan.
- Prepare materials and coordinate strategic planning activities for strategic planning work group and for leadership.
- Monitor work of strategic planning workgroup; identify issues and resolve problems with solutions that are agreeable to all parties and that keep the effort on track.
- Communicate strategic planning efforts and results through briefings, reports, fact sheets, web sites etc. to promote internal and external parties' understanding of SFA's future goals/vision and action plan.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Technology Planning

Apply understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for “Meet Expectations” standard:

- Implement information technology approaches and methods that align Analysis activities with strategic IT goals and objectives.
- Select IT initiatives that best support organizational goals, business needs and objectives by applying strategic investment priorities.
- Apply the IT initiative evaluation process to develop IT decision options.
- Evaluate business process and technical requirements to identify service improvements and cost reduction opportunities.
- Evaluate the potential for streamlining SFA operations by monitoring, analyzing and documenting emerging technologies and business process innovations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for “Meet Expectations” standard.

**Writing (Business, Journalistic, Creative)***Develop documents that communicate information using different techniques for varied audiences.*Meets Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply accepted writing techniques, styles and formats to communicate in business documents, such as correspondence, reports and guidance; in journalistic documents such as news releases and articles; and in creative materials, such as brochures.
- Adapt writing style and formats to communicate SFA information, issues, goals and objectives to a variety of target audiences.
- Compile and verify information to develop factual, complete and reliable documents that meet the customers’ needs.
- Develop, edit and revise materials to produce final products that reflect professional standards for the elements of style, grammar and punctuation.
- Use concise, tactful plain language in developing documents that address complex, sensitive or controversial issues.

Improvement Required

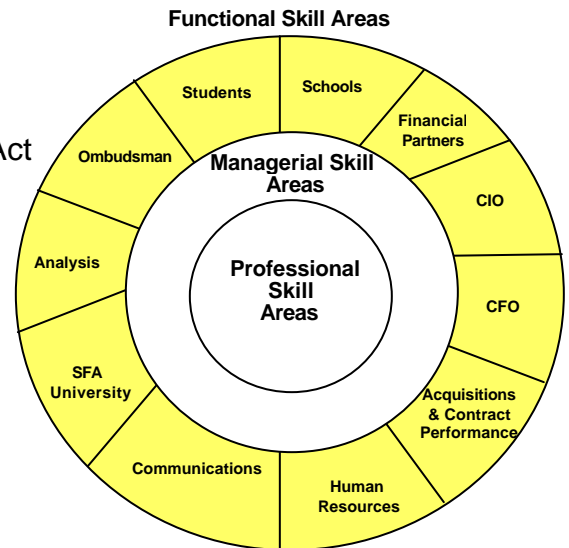
Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



Communications Functional Skills

Functional Skills List:

- ☐ Communication Strategy and Planning
- ☐ Congressional Inquiries and Policy Awareness
- ☐ Freedom of Information Act (FOIA) and Privacy Act
- ☐ Internal Affairs
- ☐ Interviewing and Data Gathering
- ☐ Multi-Media Specialization
- ☐ Office Administration
- ☐ Planning and Budgeting
- ☐ Public Relations
- ☐ Writing (Business, Journalistic, Creative)



**Communications Strategy and Planning**

Use communication concepts and techniques to create and implement communication plans to strategically position SFA to target audiences.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply communications concepts and techniques to convey SFA-related information to various stakeholders and audiences.
- Design and implement communication plans to strategically position SFA to target audiences.
- Align communication strategy to goals and objectives of SFA.
- Develop and apply standards and brand identity to ensure quality and consistency in all communication publications and materials.
- Monitor and evaluate communication programs by reviewing their effectiveness and recommending improvements.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Congressional Inquiries and Policy Awareness

Design and execute community relations strategies, communicate with Congress and prepare briefings utilizing knowledge of legislative policies and regulations.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Prioritize proactive community relations strategies by developing and implementing annual strategic plans with goals and measures that encourage and strengthen relations with the community.
- Facilitate communications with the community by providing information and accurately answering questions and inquiries from members of Congress.
- Encourage partnership with ED’s Office of General Counsel, Office of Legislative Affairs and Office of Public Affairs by communicating SFA requirements and continually keeping abreast of legislative and policy issues impacting SFA.
- Prepare newsletters and congressional briefing material for written or oral presentations by creating informative and visually enticing slide presentations or developing briefing papers for speeches.
- Coordinate, organize and facilitate internal and external events for Congress with various congressional and education organizations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Freedom of Information Act (FOIA) and Privacy Act**

Apply knowledge of federal legislation about the Freedom of Information Act (FOIA) and Privacy Act to fulfill public and private requests.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of federal regulations to FOIA requests by analyzing sensitive SFA program office documents.
- Research and analyze documents while controlling privacy of information by protecting documents from the general workforce.
- Communicate SFA’s FOIA cases by informing ED’s Office of General Counsel and/or Office of the Inspector General of particular case requests or findings.
- Evaluate documents by applying regulations and maintaining document privacy in secure spaces.
- Facilitate and encourage document control regulations by establishing document control systems.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Internal Affairs

Develop, execute and manage internal communications for SFA.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Develop and implement internal communication strategies and plans to reflect SFA’s transformational messages and increase employee satisfaction.
- Create, execute and manage internal communication vehicles to provide accurate and timely information to SFA staff.
- Act as a creative and professional resource to channels and other SFA teams to help them implement public relations or outreach campaigns.
- Manage Intranet, including content, to provide relevant, useful tools and information to staff.
- Plan and organize staff events to celebrate accomplishments, share information and increase employee satisfaction.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



Interviewing and Data Gathering

Execute basic interviewing skills and apply data gathering techniques for the purpose of creating communications products for customers by accurately understanding content about SFA projects & products.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Coordinate, articulate and apply interviewing techniques to create informative written messages by asking targeted questions.
- Gather statistics and data by interviewing subject experts and conducting online Web site searches to create informative messages that explain SFA’s products and services.
- Apply methods of information gathering and knowledge of specific information sources by anticipating needed information, where to get information, and how to use information to promote communication products.
- Lead interviews with subject experts to obtain factual content to use in communication products and announcements.
- Summarize and categorize information into useable formats with common software to provide electronically accessible information via the Internet and Intranet.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Multi-Media Specialization

Utilize multi-media products, tools and resources to create art and graphic designs for use as communication tools.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Facilitate public relations campaigns and event planning by applying multi-media tools and resources to support specialized communication tasks relating to internal and external customers.
- Coordinate and organize audio/video materials for media coverage and post-production activities promoting SFA.
- Suggest visually unique and appealing art and graphic designs for advertising campaigns that communicate messages to customers and educate them on SFA’s mission and role.
- Apply technical expertise to various types of media and events by coordinating, creating and producing SFA information that communicates educational messages to customers.
- Design, articulate and provide links for SFA communication messages using the Internet or Intranet.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Office Administration**

Perform administrative practices and support services to increase office effectiveness and efficiency.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Organize, plan and coordinate administrative functions to provide staff the support they need to do their jobs.
- Identify problems in administrative procedure and recommend improvements to increase effectiveness and efficiency.
- Use administration concepts and practices to deliver and manage support services vital to SFA operations.
- Answer division phones and refer calls (if necessary) to provide excellent and timely customer service.
- Provide support to Communications Director to ensure smooth and efficient operations.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Planning and Budgeting

Apply federal appropriation law rules to ensure accurate, timely, and financially responsible spending of taxpayer dollars.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply knowledge of OMB regulations by executing communication projects in alignment with laws that govern the federal appropriations process.
- Participate in budget forecasting, planning, formulation and execution, of dollars and FTE's, by creating accurate communication budgets that publicize SFA products and services while educating customers.
- Execute and expend planned annual budget dollars while maintaining financial records used to forecast budgets.
- Articulate budget implications and write impact statements justifying funds by analyzing financial data and comparing to plan.
- Reconcile budget activities for communication projects by tracking the commitment, obligation and expenditure of funds.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

**Public Relations**

Apply public relations and communication techniques to respond to the public/media and promote a positive public image for SFA.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply public relations and communication techniques to position and promote SFA to target audiences, including the public, the media and the higher education community.
- Research facts and information to quickly and accurately respond to questions from the public/media.
- Coordinate with other communications staff to develop consistent and appropriate messages and effectively plan project timelines.
- Establish firm relationships with media and other publics to build and maintain a positive public image of SFA.
- Pitch and schedule interviews between reporters and appropriate SFA spokespeople to publicize SFA projects and accomplishments; prepare staff and spokespeople for interviews.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.

Writing (Business, Journalistic, Creative)

Develop documents that effectively communicate to varied audiences.

Meet Expectations

Exhibit 3 of the 5 behaviors listed for the “Meet Expectations” standard:

- Apply the most effective writing style -- such as journalistic, business and creative -- to effectively communicate information to target audience.
- Anticipate audience questions and concerns by understanding audience needs and learning from past communication efforts.
- Communicate complex ideas clearly and concisely to facilitate audience’s understanding.
- Use language and style that captures audience’s attention and ensures that message is heard.
- Communicate sensitive or controversial messages effectively to foster communication and understanding by the audience.

Improvement Required

Exhibit less than 3 of the 5 behaviors listed for the “Meet Expectations” standard.



SFA University Functional Skills

Functional Skills List:

- ☐ Communication Management
- ☐ Contract Management
- ☐ Learning Design and Development
- ☐ Office Administration
- ☐ Planning and Budgeting
- ☐ Product Knowledge
- ☐ Statistical Analysis
- ☐ Technology Planning
- ☐ Training Delivery

